# STATE OF CALIFORNIA Budget Change Proposal - Cover Sheet

DF-46 (REV 08/17)

Fiscal Year 2018-19	18-19 0840 State Controller's Office dget Request Name 40-001-BCP-2018-GB Program 0500-STATE CONTROLL	1 '	Priority No. 2
		Program 0500-STATE CONTROLLER'S OFFICE	Subprogram <b>0500100</b> ; <b>0500500</b> ; <b>9900100</b>
•	est Description mplementation		
-			

### **Budget Request Summary**

The State Controller's Office (SCO) requests the following to fund workload critical for the level of support needed for the transitioning of the State's accounting Book of Record (BOR) from the SCO Legacy system to the Financial Information System for California (FI\$Cal) system and provide support to the FI\$Cal departments. Approval of this request will support:

• 2017-18: 8.0 positions and \$1,215,000 in GF

Carla Castafieda

- 2018-19: 30.0 positions and \$5.427.000 (\$3.093.000 GF and \$2,334.000 CSCRF)
- 2019-20: 49.0 positions and \$7,483,000 (\$4,266,000 GF and \$3,217,000 CSCRF)
- 2020-21: 49.0 positions and \$7,475,000 (\$4,261,000 GF and \$3,214,000 CSCRF)
- 2021-22: 47.0 positions and \$7,197,000 (\$4,102,000 GF and \$3,095,000 CSCRF)

Additionally, the following resource requests are included within this document but will require DOF approval in subsequent years and through baseline budget adjustments:

- 2022-23: 47.0 positions and \$7,197,000 (\$5,636,000 GF, \$4,252,000 CSCRF and -\$2,691,000 Reimbursements)
- 2023-24: 41.0 positions and \$6,440,000 (\$5,205,000 GF, \$3,926,000 CSCRF, and -\$2,691,000 Reimbursements)
- 2024-25 and Ongoing: 41.0 positions and \$5,006,000 (\$4,388,000 GF, \$3,309,000 CSCRF, and -\$2,691,000 Reimbursements)

Rembursements)			
Requires Legislation		Code Section(s) to be Added/Ame	ended/Repealed
☐ Yes			
Does this BCP contain information components?   ☐ Yes ☐ No.		Department CIO	Date
If yes, departmental Chief Informa		Todd Boltjes, Chief Information Systems Division	
For IT requests, specify the project S2AA, S3SD, S4PRA), and the ap		ent project approval document (FSF	R, SPR, S1BA,
Project No. 8860-30 P	roject Approval Docum	ent: SPR7 Appro	oval Date: TBD
If proposal affects another departr Attach comments of affected depart		ment concur with proposal?   ed by the department director or de	Yes
Prepared By	Date	Reviewed By	Date
Cathy Leal, PBE FI\$Cal Project		Jennifer Chavez, Chief Admin and Disb. Division	
Department Director	Date	Agency Secretary	Date
Tom Yowell Chief Administrative Officer		George Lolas Chief Operating Officer	
	Department of Fi	nance Use Only	
Additional Review:  Capital Outl	ay 🗌 ITCU 🔲 FSCL	J □ OSAE □ CALSTARS □ D	ept. of Technology
PPBA Original Signed E	3 <b>):</b>	Date submitted to the Legislature	

1-10-2018

# **BCP Fiscal Detail Sheet**

**BCP Title: SCO FI\$Cal Implementation** 

BR Name: 0840-001-BCP-2018-GB

Budget Request Summary			FY1	8		
g,	CY	BY	BY+1	BY+2	BY+3	BY+4
Personal Services						
Positions - Permanent	0.0	24.0	41.0	41.0	41.0	0.0
Total Positions	0.0	24.0	41.0	41.0	41.0	0.0
Salaries and Wages						
Earnings - Permanent	0	1,924	3,010	3,010	3,010	0
Earnings - Temporary Help	0	457	625	625	457	0
Total Salaries and Wages	\$0	\$2,381	\$3,635	\$3,635	\$3,467	\$0
Total Staff Benefits	0	1,319	2,010	2,010	1,917	0
Total Personal Services	\$0	\$3,700	\$5,645	\$5,645	\$5,384	\$0
Operating Expenses and Equipment						
5301 - General Expense	0	94	106	98	94	0
5304 - Communications	Ō	30	49	49	47	Ō
5322 - Training	0	47	49	49	47	0
5340 - Consulting and Professional Services - External	0	1,434	1,434	1,434	1,434	0
5346 - Information Technology	0	122	200	200	191	0
Total Operating Expenses and Equipment	\$0	\$1,727	\$1,838	\$1,830	\$1,813	\$0
Total Budget Request	\$0	\$5,427	\$7,483	\$7,475	\$7,197	\$0
Fund Summary						
Fund Source - State Operations						
0001 - General Fund	0	3,093	4,266	4,261	4,102	0
9740 - Central Service Cost Recovery Fund	0	2,334	3,217	3,214	3,095	0
Total State Operations Expenditures	\$0	\$5,427	\$7,483	\$7,475	\$7,197	\$0
Total All Funds	\$0	\$5,427	\$7,483	\$7,475	\$7,197	\$0
Program Summary						
Program Funding						
0500100 - Accounting and Reporting	0	5,343	7,399	7,391	7,113	0
0500500 - Disbursements	0	84	84	84	84	0
9900100 - Administration	0	1,736	2,762	2,762	2,484	0
9900200 - Administration - Distributed	0	-1,736	-2,762	-2,762	-2,484	0
TOTAL TAIRMINGTON BIOTINGTON	ŭ	.,	_,. J <b>_</b>	_,. 3_	_,	J

Total All Programs \$0 \$5,427 \$7,483 \$7,475 \$7,197 \$0

# **Personal Services Details**

			Salary Informat	ion						
Positions	<del></del>	Min	Mid	Max	<u>CY</u>	<u>BY</u>	<u>BY+1</u>	<b>BY+2</b>	<u>BY+3</u>	<u>BY+4</u>
1312 -	Staff Info Sys Analyst (Spec) (Eff. 07-01-2019)				0.0	0.0	4.0	4.0	4.0	0.0
1337 -	Sr Info Sys Analyst (Spec) (Eff. 07-01-2019)				0.0	0.0	2.0	2.0	1.0	0.0
1581 -	Staff Programmer Analyst (Spec) (Eff. 07-01-2019)				0.0	0.0	2.0	2.0	2.0	0.0
1583 -	Sr Programmer Analyst (Spec) (Eff. 07-01-2017)				0.0	1.0	1.0	1.0	1.0	0.0
1583 -	Sr Programmer Analyst (Spec) (Eff. 07-01-2018)				0.0	1.0	1.0	1.0	1.0	0.0
1583 -	Sr Programmer Analyst (Spec) (Eff. 07-01-2019)				0.0	0.0	1.0	1.0	0.0	0.0
4191 -	Financial Accountant I (Eff. 07-01-2017)				0.0	3.0	3.0	3.0	3.0	0.0
4191 -	Financial Accountant I (Eff. 07-01-2018)				0.0	7.0	7.0	7.0	7.0	0.0
4192 -	Einangial Assertment II /Eff 07 04				0.0	1.0	1.0	1.0	1.0	0.0
4192 -	Financial Accountant II (Eff. 07-01- 2018)				0.0	2.0	2.0	2.0	2.0	0.0
4193 -	Financial Accountant III (Eff. 07-01-2018)				0.0	3.0	3.0	3.0	3.0	0.0
4194 -	Financial Accountant IV (Eff. 07-01-2018)				0.0	1.0	1.0	1.0	1.0	0.0
4582 -	Accounting Analyst (Eff. 07-01-2018)				0.0	3.0	3.0	3.0	3.0	0.0
4588 -	Assoc Accounting Analyst (Eff. 07-01-2017)				0.0	3.0	3.0	3.0	3.0	0.0
4588 -	Assoc Accounting Analyst (Eff. 07-01-2018)				0.0	3.0	3.0	3.0	3.0	0.0
4800 -	Staff Svcs Mgr I (Eff. 07-01-2019)				0.0	0.0	1.0	1.0	1.0	0.0
5157 -	Staff Svcs Analyst (Gen) (Eff. 07-01-2018)				0.0	1.0	1.0	1.0	1.0	0.0
5157 -	Staff Svcs Analyst (Gen) (Eff. 07-01-2019)				0.0	0.0	7.0	7.0	7.0	0.0
5302 -	Sr Adm Analyst - Accounting Sys (Eff. 07-01-2018)				0.0	1.0	1.0	1.0	1.0	0.0

5393 - Assoc Govtl Program Analyst (Eff. 07-01-2019)

VR00 - Various

# **Total Positions**

Salaries and Wages	CY	ВҮ	BY+1	BY+2	BY+3	BY+4
1312 - Staff Info Sys Analyst (Spec) (Eff. 07- 01-2019)	0	0	305	305	305	0
1337 - Sr Info Sys Analyst (Spec) (Eff. 07-01- 2019)	0	0	168	168	84	0
1581 - Staff Programmer Analyst (Spec) (Eff. 07-01-2019)	0	0	153	153	153	0
1583 - Sr Programmer Analyst (Spec) (Eff. 07-01-2017)	0	84	84	84	84	0
1583 - Sr Programmer Analyst (Spec) (Eff. 07-01-2018)	0	84	84	84	84	0
1583 - Sr Programmer Analyst (Spec) (Eff. 07-01-2019)	0	0	84	84	0	0
4191 - Financial Accountant I (Eff. 07-01- 2017)	0	241	241	241	241	0
4191 - Financial Accountant I (Eff. 07-01- 2018)	0	562	562	562	562	0
4192 - Financial Accountant II (Eff. 07-01- 2017)	0	92	92	92	92	0
4192 - Financial Accountant II (Eff. 07-01- 2018)	0	185	185	185	185	0
4193 - Financial Accountant III (Eff. 07-01- 2018)	0	321	321	321	321	0
4194 - Financial Accountant IV (Eff. 07-01- 2018)	0	118	118	118	118	0
4582 - Accounting Analyst (Eff. 07-01-2018)	0	155	155	155	155	0
4588 - Assoc Accounting Analyst (Eff. 07-01- 2017)	0	204	204	204	204	0
4588 - Assoc Accounting Analyst (Eff. 07-01-2018)	0	203	203	203	203	0
4800 - Staff Svcs Mgr I (Eff. 07-01-2019)	0	0	77	77	77	0
5157 - Staff Svcs Analyst (Gen) (Eff. 07-01- 2018)	0	48	48	48	48	0
5157 - Staff Svcs Analyst (Gen) (Eff. 07-01- 2019)	0	0	338	338	338	0
5302 - Sr Adm Analyst - Accounting Sys (Eff. 07-01-2018)	0	84	84	84	84	0

0.0

0.0

0.0

0.0

-6.0

24.0

2.0

-8.0

41.0

2.0

-8.0

41.0

2.0

-6.0

41.0

0.0

0.0

0.0

5393 - Assoc Govtl Program Analyst (Eff. 07- 01-2019)	0	0	129	129	129	0
VR00 - Various	0	0	0	0	0	0
Total Salaries and Wages	\$0	\$2,381	\$3,635	\$3,635	\$3,467	\$0
Staff Benefits						
5150900 - Staff Benefits - Other	0	1,319	2,010	2,010	1,917	0
Total Staff Benefits	\$0	\$1,319	\$2,010	\$2,010	\$1,917	\$0
Total Personal Services	\$0	\$3,700	\$5,645	\$5,645	\$5,384	\$0

POV	
Year	FY18
Department	0840
House	GB Working
BR Name	0840-001-BCP-2018-GB
Run Time	12/27/2017 02:09:40 PM
Last Data Refresh	12/27/2017, 12:05 PM

# A. Budget Request Summary

The State Controller's Office (SCO) requests the following resources to fund positions critical for the level of support needed for the transitioning of the State's accounting Book of Record (BOR) from the SCO Legacy system to the Financial Information System for California (FI\$Cal) system and provide support to the FI\$Cal departments. Approval of this request will support:

- 2017-18: 8.0 positions and \$1,215,000 in GF
- 2018-19: 30.0 positions and \$5,427,000 (\$3,093,000 GF and \$2,334,000 CSCRF)
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Additionally, the following resource requests are included within this document but will require DOF approval in subsequent years and through baseline budget adjustments:

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- 2024-25 and Ongoing: 41.0 positions and \$5,006,000 (\$4,388,000 GF, \$3,309,000 CSCRF, and -\$2,691,000 Reimbursements)

Due to the implementation of the Integrated Solution and delay of the SCO and State Treasurer's Office (STO) (previously Release 17) release, the conversion requires effort originally planned for 2017-18 to go through 2019-20. Approval of these resources will ensure the SCO continues to fulfill its obligations and responsibilities related to the Integrated Solution and completion of the End State release.

# B. Background/History

The State Controller is the Chief Fiscal Officer of California, the sixth largest economy in the world. The SCO provides sound fiscal controls and independent oversight of more than \$100 billion in annual receipts and disbursements of public funds. This includes, but is not limited to, accounting for and controlling the disbursements of state funds; determining the legality and accuracy of every claim against the state, issuing warrants in payment of the State's bills and reporting on the fiscal condition of the State.

The SCO, in partnership with the Department of Finance (DOF), the STO, and the Department of General Services (DGS), and the Department of FI\$Cal, is engaged in a collaborative effort to develop, implement, utilize and maintain an integrated financial management system. The FI\$Cal system is a custom off-the-shelf Enterprise Resource Planning (ERP) tool, which is re-engineering the State's business processes and encompasses the management of resources and dollars in the areas of budgeting, accounting, procurement, cash management, financial management, financial reporting, cost accounting, asset management, project accounting, grant management and human resources management. Within these areas, the partner agencies maintain ownership of their respective business processes related to their constitutional and statutory responsibilities.

The FI\$Cal system is being implemented by departments in releases (formally waves). Most recently, a two-phase deployment was introduced for the BOR, where the SCO will implement an interim Integrated Solution. Once the SCO determines that FI\$Cal can be relied on for all its critical functions, the SCO will transition to an End State Solution. At that time the BOR will be transitioned to the FI\$Cal system.

The Integrated Solution will utilize the agile approach under which sprint teams focus on specific tasks in a rapid, flexible and adaptive environment. The principal objective of the Integrated Solution is to have one point of entry, either in the FI\$Cal system or Legacy system, for all of the State's accounting events. Once recorded in one system (either FI\$Cal or Legacy), accounting events will be interfaced to the other system. This allows the two systems to be compared and validated while the Legacy system continues to be the BOR for the

SCO's critical cash basis functions and responsibilities. This also allows for the most complex processes of the SCO to be fully vetted before implementation at End State. At End State, most of the interfaces will be retired and FI\$Cal will become the State's BOR.

During each phase of deployment, the SCO control functionality is critical. This transition must occur without disruption to the State's financial and reporting obligations. The workload identified in this proposal is intended to provide support for the various Divisions within the SCO. Previously the workload and support needed for each wave or release was provided by the FI\$Cal project (the Project) or the FI\$Cal Service Center (FSC). However in this release the FSC cannot perform SCO specific statewide control functions. These must be performed by SCO subject matter experts (SME's) using SCO only FI\$Cal roles. No previous implementation wave/release has held this level of risk to the State.

The delay of the BOR conversion and the implementation of the Integrated Solution requires the workload associated originally with the 2017 release to be continued into the 2017-18 through 2024-25 and ongoing (please see Attachment I for the proposed Integrated Solution and End State Timeline).

# **Resource History**

(Dollars in thousands)

Program Budget	2012-13	2013-14	2014-15	2015-16	2016-17
Authorized Expenditures <sup>1</sup>	\$7,049	\$7,114	\$7,049	\$7,279	\$7,490
Actual Expenditures <sup>2</sup>	\$4,771	\$6,437	\$9,400	\$10,691	\$10,234
Revenues	-	-	-	-	
Authorized Positions	43.0	43.0	41.0	41.0	41.0
Filled Positions <sup>3</sup>	36.1	48.8	71.2	106.9	102.3
Vacancies	1.7	(7.8)	(30.2)	(65.9)	(48.3)

<sup>&</sup>lt;sup>1</sup> Authorized Expenditures include amounts provided through Budget Change Proposals as well as other adjustments (Retirement, Employee Compensation, etc.).

#### C. State Level Considerations

The State Controller is responsible for transparency and accountability of the state's financial resources, the Controller ensures the appropriate disbursement and tracking of taxpayer dollars. The Controller serves on dozens of state boards, commissions, and committees with duties ranging from administrative oversight of the nation's two largest public pension funds, to protection of state lands and coastlines, to modernization and financing of major infrastructure. The Controller also offers fiscal guidance to local governments and has independent auditing authority over all government agencies that spend state funds. The Controller's primary objectives are to:

- Maintain the state's official accounting Book of Record.
- Inform the Public of the state's financial condition.
- Account for and control disbursement of all state funds, issuing warrants in payment of the state's bills including lottery prizes and unclaimed property.
- Determine legality and accuracy of financial claims against the state.
- Audit state and local government programs.
- Safeguard many types of assets until claimed by the rightful owners, in accordance with the Unclaimed Property Law.
- Inform the public of financial transactions of city, county, and other local governments.
- Administer the Uniform State Payroll System.
- Audit and process all personnel and payroll transactions for state civil service, state exempt employees, state university employees, and college system employees.

Five of the nine bullet points above (excerpted from the SCO section of the Governor's Budget) will be significantly impacted by the FI\$Cal system. Failure to fulfill these objectives, even for a short period of time,

<sup>&</sup>lt;sup>2</sup> Actual Expenditures include amounts reimbursed by FI\$Cal.

<sup>&</sup>lt;sup>3</sup> Filled Positions based on PY equivalent of \$100k per PY.

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will have a long-lasting detrimental impact on the State of California, and will prevent other state departments from successfully operating in FI\$Cal.

As a partner agency of FI\$Cal, the SCO shares the joint vision of a successfully implemented FI\$Cal system. The additional resources outlined in this proposal will enable the SCO to implement the SCO and STO release successfully and provide the state departments and its citizens with, at a minimum, the level of service provided in the past. The requested resources are in direct support of the SCO component of the SCO and STO release. Due to the SCO's commitment to the success of FI\$Cal beyond implementation, this request is necessary to meet the legislative goals of FI\$Cal pursuant to GC 11854.

### D. Justification

The SCO is requesting the following resources to allow the SCO to transition the BOR from the Legacy system to the FI\$Cal system, and bring the SCO's control agency responsibilities for the accounting BOR over to FI\$Cal as part of the Integrated Solution and End State release. The Integrated Solution and the End State release will have critical bearing and a significant impact on the SCO's ability to maintain and support existing clients and functionality. The workload and associated resources requested are based on the proposed Integrated Solution and the revised timeline for the End State release (please see Attachment I). Approval of the requested resources is critical for the SCO's continued support of a successful deployment.

#### SCO FI\$Cal

SCO FI\$Cal is requesting the following resources to support both the Integrated and End-State solutions, and ultimately, will be redirected to support ongoing Maintenance & Operation.

- <u>2017-18</u>: 5.0 limited-term positions and \$541,000 reimbursements *this will be funded through the FI\$Cal Interagency Agreement.* 41.0 positions and \$7,893,000 reimbursements is permanently authorized for the SCO.
- 2018-19 through 2021-22: 5.0 limited-term positions and \$734,000 reimbursements this will be funded through the FI\$Cal Interagency Agreement. 41.0 positions and \$7,893,000 reimbursements is permanently authorized for the SCO.
- 2022-23: 2.0 positions and \$298,000 reimbursements this will be funded through the FI\$Cal Interagency Agreement. Out of the 41.0 permanently authorized positions, 30.0 positions and \$5,202,000 reimbursements are needed, therefore, \$2,691,000 reimbursements is requested to be shifted to GF/CSCRF to provide direct funding in support of the remaining 11.0 positions and which will provide ongoing maintenance and operations to the FI\$Cal system.
- <u>2023-24 and ongoing</u>: Out of the 41.0 permanently authorized positions, 30.0 positions and \$5,202,000 reimbursements are needed, therefore, \$2,691,000 reimbursements is requested to be shifted to GF/CSCRF for the remaining 11.0 positions.

This two-fold approach for implementing the BOR has resulted in the need to retain the 41.0 permanent positions for three years beyond what the Special Project Report (SPR) 6 has anticipated. Additionally, there is an immediate unfunded need to retain key subject matter experts on the Project to implement the Integrated and End-State Solutions. These positions are essential to the success of the Integrated and End-State solutions as well as the continuing maintenance and support of the FI\$Cal system, which will require a continued SCO presence to ensure that the SCO's constitutional control agency functions are in place as they pertain to the operation and management of the FI\$Cal system.

# **Vendor Management Group**

The Vendor Management Group (VMG) is requesting the following positions to provide continued support to the FI\$Cal Vendor Management File (VMF).

- 2019-20: 11.0 positions and \$1,058,000 (\$604,000 GF and \$454,000 CSCRF).
- 2020-21 and ongoing: 11.0 positions and \$1,050,000 (\$599,000 GF and \$451,000 CSCRF).

The SCO is requesting 11.0 permanent positions, beginning in 2019-20, to provide continued support to the FI\$Cal VMF. The workload volume associated with the VMF, which the SCO assumed responsibility for in 2015, has been significantly higher than was initially estimated. The table below illustrates that the weighted average difference for 2016-17 was 74.4%, and that to date 2017-18 is considerably higher as well.

Permanent support of the VMF, at a reasonable level, is vital to end users abilities to use the FI\$Cal system. Departments rely on the VMG for same day adds and updates to vendor records and timely resolution of vendor related system incidents. The work performed by the VMG is the cornerstone to all other modules functionality, including but not limited to:

- Purchasing The Contracting and Procurement functionality in FI\$Cal requires the chosen provider of services or goods to be in the VMF in order to be able to create contracts and purchase orders, to document purchase agreements and substantiate payments.
- Accounts Payable Invoices presented to departments for payment against contracts and purchase orders can only be successfully processed if the vendor record is accurate, and matches the procurement documentation.
- The SCO Division of Audits reviews and approves vouchers created in the Accounts Payable module as part of the SCO's constitutional responsibilities.
- Asset Accounting Asset purchases are documented in contracts or purchase orders, which rely on approved vendor records.
- Commitment Control, Cash Management and General Ledger All of the modules listed above, which
  rely on the VMF to create their transactions, feed data to the Commitment Control, Cash Management
  and General Ledger modules.
- The SCO State Accounting and Reporting Division (SARD) will rely on the data in the FI\$Cal General Ledger to be accurate and complete to produce the Comprehensive Annual Financial Report, and budgetary legal reports required by law.

	Workload E	stimates v	s. Actuals									
		2016-17		2017-18								
Workload Measure	2016-17 Estimate per 2017-18 BCP	2016-17 Actuals	2016-17 Rate of Variance	2017-18 Estimate per 2017-18 BCP <sup>1</sup>	2017-18 Actuals <sup>2</sup>	2017-18 Rate of Variance						
Analyze and provide technical support and assistance for the VMF, including add, edit or delete vendor records	23,043	41,255	79.0%	10,888	19,109	75.5%						
Servicing vendor records for SCPRS purposes for deferred and exempt departments	7,972	14,274	79.1%	3,767	6,612	75.5%						
Research and resolve issues and inquiries from vendors, bidders and department end-users	969	816	-15.8%	509	392	-22.9%						
Issuance of IRS 1099 Forms <sup>3</sup>	963	1,119	16.2%	TBD	TBD	N/A						
Totals	32,947	57,464	74.4%	15,163	26,113	72.2%						

<sup>&</sup>lt;sup>1</sup> Estimate from July 2017 through November 2017

#### State Accounting and Reporting Division

In order for Go Live to be successful it is critical to have adequate staffing with the appropriate skillsets and knowledge. Currently the Integrated Solution includes 19 new interfaces, 57 extensions, 86 reports and 25

<sup>&</sup>lt;sup>2</sup> July 1, 2017 through November 30, 2017

<sup>3 1099</sup> process is an annual process, therefore, no monthly comparison is available for 2017-18.

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reconciliations that have been identified and will require development and testing prior to Go Live. However, these figures may change as new features (such as ODMFs) have been included. Most of the interfaces will be retired for the End State release but new SCO control functions will need to be built and tested for the new release.

The responsibilities for BFIT/Other SARD Units include, but are not limited to the following:

- Collaborating with Project staff to analyze and map business processes to FI\$Cal;
- Reviewing product features;
- Generating FI\$Cal configurations to properly transact accounting entries;
- Identifying test scenarios to ensure all critical processes have been thoroughly vetted;
- Staging data, performing tests, analyzing and documenting test results;
- Extracting BOR data from Legacy to be converted into FI\$Cal, and validating BOR balances have been properly loaded into FI\$Cal;
- Validating FI\$Cal trees to ensure financial data is properly summarized and classified for financial reporting;
- Developing, implementing, and performing reconciliations to ensure that FI\$Cal and Legacy are insync; and,
- Training SARD staff in the new FI\$Cal processes including cash management, general journal transaction posting, Budget Act and appropriation control, bond accounting and deal management recording, and loan recording.

In addition to the Go Live, resources are needed for continued participation in the End State development and testing for items not included in the Integrated Solution including published financial reports, daily General Fund cash borrowing, feeder fund allocations, investment accounting, PMIA allocations and Statement of Cash Accountability reconciliations.

# **Bureau of FI\$Cal Implementation & Transition**

The SARD, Bureau of FI\$Cal Implementation & Transition (BFIT) is requesting the following resources to bring the SCO's control agency responsibilities for the accounting BOR over to FI\$Cal as part of the Integrated Solution and End State release.

2018-19 and ongoing: 9.0 positions and \$1,402,000 (\$799,000 GF and \$603,000 CSCRF).

#### Other SARD Units

The other SARD Units are requesting the following resources to bring the SCO's control agency responsibilities for the accounting BOR over to FI\$Cal as part of the Integrated Solution and End State release.

- 2017-18: 14.0 positions and \$834,000 in GF.
- 2018-19: 18.0 positions and \$2,205,000 (\$1,257,000 GF and \$948,000 CSCRF).
- 2019-20 through 2022-23: 18.0 positions and \$2,177,000 (\$1,240,000 GF and \$937,000 CSCRF).
- 2023-24 and ongoing: 12.0 positions and \$1,420,000 (\$809,000 GF and \$611,000 CSCRF).

# **Information Systems Division**

The Information Systems Division (ISD) is requesting the following resources to directly support the FI\$Cal project and implementation of the FI\$Cal Integrated Solution.

- 2017-18: 2.0 positions and \$381,000 in GF
- 2018-19: 2.0 positions and \$1,736,000 (\$989,000 GF and \$747,000 CSCRF).
- 2019-20 through 2020-21: 10.0 positions and \$2,762,000 (\$1,575,000 GF and \$1,187,000 CSCRF).
- 2021-22 through 2023-24: 8.0 positions and \$2,484,000 (\$1,416,000 GF and \$1,068,000 CSCRF).
- 2024-25 and ongoing: 8.0 positions and \$1,050,000 (\$599,000 GF and \$451,000 CSCRF).

The SCO is requesting the continuation of the business analysis, application development, testing, information security and production operations positions requested in the SCO FI\$Cal Systems Support BCP that are slated to end in 2018-19. These positions will assist with the development of the 19 new FI\$Cal Integrated

Solution interfaces, as well as, determining whether any of the 9 previously developed interfaces can be reused or will need to be retired.

These resources are also intended to permanently support the maintenance and operations of the FI\$Cal Project beyond implementation as well as provide resources to support the decommissioning of the SCO's legacy systems which will be retired after the SCO's BOR and the remaining departments are successfully implemented in FI\$Cal.

The FI\$Cal Integrated Solution will have a critical bearing and impact on the SCO's ability to maintain and support the existing financial systems, and to build and implement the required functionality for the FI\$Cal system, including the Integrated Solution, through full FI\$Cal implementation. The workload to create and test 19 new interfaces with the FI\$Cal system is significant. The FI\$Cal Integrated Solution will share SCO's accounting BOR data from the SCO legacy fiscal system with FI\$Cal while continuing to maintain the payments out of the SCO Legacy systems. As a result, the SCO must develop and fully test changes to both the existing SCO legacy fiscal system and the FI\$Cal system. Full FI\$Cal implementation will replace some SCO legacy systems (Legacy Fiscal and related subsystems, Treasury Trust and Warrant Reconciliation ([BankRec]). The workload effort to plan, test, and implement the retirement of these legacy systems is significant and the SCO existing legacy support staff are unable to absorb this workload.

In order to properly implement the Integrated Solution's 19 new interfaces, the SCO must perform the following:

- Review and provide feedback on functional and technical specification documents. This requires the following for each interface:
  - Review of functional and technical documentation to analyze design, perform security assessment, assess maintainability of design, and identify operational impacts of proposed changes.
  - o Review record layouts, processing procedures, and process flows.
  - o Identify production operations requirements.
  - Develop/test Job Control Language (JCL) instructions.
- Design and implement new interface information security protocols, processes and procedures to facilitate the exchange of essential data between the SCO mainframe systems and FI\$Cal.
- Provide direction/consultation to the SCO FI\$Cal team and other department business and technical areas as to how the new interfaces or processes impact existing operations.
- Code and develop the SCO FI\$Cal interfaces.
- Test both SCO Legacy systems and FI\$Cal interfaces.
- Make modifications within the SCO Production environment; which includes implementing and executing the new interfaces into the SCO's production processing stream.
- Design and implement new interface information security protocols, processes and procedures to facilitate the exchange of essential data between the SCO mainframe systems and FI\$Cal.

### Post implementation the SCO will be required to:

- Decommission interfaces no longer needed after SCO's BOR implementation.
- Support ongoing maintenance and operations of the remaining legacy systems as well as support any interfaces between those systems and FI\$Cal.
- Continue to support retroactive or historical processing, ensuring records/files are maintained for potential Audits (i.e., CSA or IRS), as well as recovered in the event of a disaster.
- After full FI\$Cal implementation, the SCO's application development, business analysis, information security and production operations staff will work with the SCO business divisions to retire legacy systems, programs or processes no longer needed. These activities would include operational shutdown, mainframe decommissioning, and records/files retention management.

The SCO does not have the capacity, nor the resources, to perform the technical workload identified for the FI\$Cal integration solution. The increased technical workload exists in the areas of application development and testing, business analysis, information security, and production operations. The department also has insufficient resources to support the ongoing workload for SCO FI\$Cal interfaces after full FI\$Cal implementation, or the decommissioning activities required after full implementation.

### **Disbursements**

Disbursements (DISB) is requesting the following resource to be the liaison between FI\$Cal and Disbursements in the development of system requirements, review system modifications and warrant and EFT print file testing.

• 2018-19 and ongoing: 1.0 position and \$84,000 (\$48,000 GF and \$36,000 CSCRF).

The position will provide approval for vouchers, name and address changes for replacements and warrant status changes and present issues and findings to management by oral or written reports. The SSA will develop and write Disbursements' procedures and make recommendations for modifications and assist with the development of documentation necessary to address staff and equipment requirements. In addition, the SSA will provide ongoing training and support in Post Issuance processes as agencies migrate to the FI\$Cal system and handle the most complex research tasks related to ongoing production in the PIU, which include error resolution and special processing.

Please refer to Attachment II for additional information related to the anticipated workload and positions being requested.

# E. Outcomes and Accountability

Approval of this proposal will provide the SCO with the necessary resources to support the successful transition of the State's accounting BOR from the Legacy system to the FI\$Cal system during the Integrated Solution and the SCO and STO release and provide support to FI\$Cal Departments. It will allow this transition to occur without disruption to the State's critical financial operations, and will allow existing SCO staff to continue to perform their primary daily activities during the Integrated Solution and SCO and STO release. This will help to ensure the State's accounting BOR is successfully transferred to the FI\$Cal system and fully operational.

Please see Attachment I for the Integrated Solution and End State Timeline.

# F. Analysis of All Feasible Alternatives

**Alternative 1**: Provide the SCO with the following resources to fund positions critical for the level of support needed for the transitioning of the State's accounting Book of Record (BOR) from the SCO Legacy system to the Financial Information System for California (FI\$Cal) system and provide support to the FI\$Cal departments. Approval of this request will support:

- 2017-18: 8.0 positions and \$1,215,000 in GF
- 2018-19: 30.0 positions and \$5,427,000 (\$3,093,000 GF and \$2,334,000 CSCRF)
- 2019-20: 49.0 positions and \$7,483,000 (\$4,266,000 GF and \$3,217,000 CSCRF)
- 2020-21: 49.0 positions and \$7,475,000 (\$4,261,000 GF and \$3,214,000 CSCRF)
- 2021-22: 47.0 positions and \$7,197,000 (\$4,102,000 GF and \$3,095,000 CSCRF)

Additionally, the following resource requests are included within this document but will require DOF approval in subsequent years and through baseline budget adjustments:

- 2022-23: 47.0 positions and \$7,197,000 (\$5,636,000 GF, \$4,252,000 CSCRF and -\$2,691,000 Reimbursements)
- 2023-24: 41.0 positions and \$6,440,000 (\$5,205,000 GF, \$3,926,000 CSCRF, and -\$2,691,000 Reimbursements)
- 2024-25 and Ongoing: 41.0 positions and \$5,006,000 (\$4,388,000 GF, \$3,309,000 CSCRF, and -\$2.691.000 Reimbursements)

Due to the implementation of the Integrated Solution and delay of the SCO and State Treasurer's Office (STO) (previously Release 17) release, the conversion requires effort originally planned for 2017-18 to go through

2019-20. Approval of these resources will ensure the SCO continues to fulfill its obligations and responsibilities related to the Integrated Solution and completion of the End State release.

#### Pros:

- Provides adequate support for the SCO implementation of control agency release functionality.
- Ensures the SCO can perform all functions related to the oversight and accountability of state disbursements and receipts for current and prior years; consistent and accurate recording and reporting of the state's financial condition.
- Ensures consistent and accurate recording of financial transactions and reporting of the State's financial condition.
- Enables the SCO to respond to the FI\$Cal Project regarding late functionality or functionality that is not implemented properly.
- Minimizes the potential for adverse impacts to the state's bond rating.
- Provides resources to complete the documentation of the system after implementation.

#### Cons:

Requires temporary and permanent resources to fund this request.

**Alternative 2**: Do not provide the SCO with the additional resources to fund positions critical for the level of support needed for the transitioning of the State's accounting Book of Record (BOR) from the SCO Legacy system to the Financial Information System for California (FI\$Cal) system and provide support to the FI\$Cal departments.

#### Pros:

No increased cost to the General Fund.

#### Cons:

- Risks the SCO's ability to record and report on the state's financial condition.
- Inadequate resources to properly complete the documentation of critical procedures.
- Inability to respond to the project regarding late functionality or functionality that was not implemented properly.
- Potential for the misrepresentation or material misstatement of the state's financial condition.
- Potential adverse impact to the state's bond rating and increased borrowing costs.
- Risk of releasing unauthorized payments.

### G. Implementation Plan

Timeframe	Activities/Outcome
July 1, 2017 – June 30, 2019	Build and test the Integrated Solution.
July 1, 2019 – June 30, 2021	Run Integrated Solution (Legacy is BOR) <sup>1</sup> and Complete End-State (BOR) Solution <sup>2</sup> .
July 1, 2021 – Ongoing	FI\$Cal Becomes BOR - Enter M&O
July 1, 2022 – June 30, 2024	Decommission Legacy Systems

<sup>&</sup>lt;sup>1</sup> Comparison to test and data between Legacy and FI\$Cal will occur using 2019-20 data in July 2020. In March of 2021, the 2019/20 data within the FI\$Cal system will be used to produce a CAFR, and if it comports with the data from the Legacy CAFR, FI\$Cal will become the BOR July 1, 2021 forward.

# H. Supplemental Information

The SCO is requesting the following supplemental funding to support the requested resources:

- 2017-18: \$250,000 for a contract for Project Management Services.
- 2018-19: \$1,483,000 for desktop PC, laptops, monitors and standard software/licenses, training above the standard complement, specialized software and a contract for Project Management Services.

<sup>&</sup>lt;sup>2</sup> Completion of build, test, and all implementation activities to establish the SCO Accounting Book of Record in FI\$Cal.

- 2019-20: \$1,445,000 for desktop PC, monitors and standard software/licenses, training above the standard complement, in-state travel, specialized software, and a contract for Project Management Services.
- 2020-21 through 2023-24: \$1,437,000 for specialized software and a contract for Project Management Services.
- 2024-25 and ongoing: \$3,000 for specialized software.

### I. Recommendation

**Approve Alternative 1** and provide the SCO with the following resources to fund positions critical for the level of support needed for the transitioning of the State's accounting Book of Record (BOR) from the SCO Legacy system to the Financial Information System for California (FI\$Cal) system and provide support to the FI\$Cal departments. Approval of this request will support:

- 2017-18: 8.0 positions and \$1,215,000 in GF
- 2018-19: 30.0 positions and \$5,427,000 (\$3,093,000 GF and \$2,334,000 CSCRF)
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Additionally, the following resource requests are included within this document but will require DOF approval in subsequent years and through baseline budget adjustments:

- 2022-23: 47.0 positions and \$7,197,000 (\$5,636,000 GF, \$4,252,000 CSCRF and -\$2,691,000 Reimbursements)
- 2023-24: 41.0 positions and \$6,440,000 (\$5,205,000 GF, \$3,926,000 CSCRF, and -\$2,691,000 Reimbursements)
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Due to the implementation of the Integrated Solution and delay of the SCO and State Treasurer's Office (STO) (previously Release 17) release, the conversion requires effort originally planned for 2017-18 to go through 2019-20. Approval of these resources will ensure the SCO continues to fulfill its obligations and responsibilities related to the Integrated Solution and completion of the End State release.

		2017	7-18			2018	3-19			2019-	20			2020	1-21			2021	1-22			2022	-23			2023	-24			2024-25 an	d Ongoing	
Workload Description -	New Annual	Annual	Total		New Annual	Annual	Total	THE LAND	New Annual	Annual	Total		New Annual	Annual	Total		New Annual	Annual	Total		New Annual	Annual	Total		New Annual	Annual	Total		New Annual	Annual	Total	
SCO FI\$Cal VMG	Increased Workload/ Task	Hours per Task	Increased Hours	Number of Positions	Increased Workload/ Task		Increased Hours	Number of Positions	Increased Workload/ Task		Increased	Number of Positions	Increased Workload/ Task	7	Increased Hours	Number of Positions	Increased Workload/ Task	Hours per	Increased	Number of Positions	Increased Workload/ Task		Increased	Number of Positions	Increased Workload/ Task		Increased Hours	Number of Positions	Increased Workload/	Hours per Task		Number of Positions
Classification: Staff Information Systems Analyst (Specialist)	Tuok			10	Task				Idak				Idak				Task			JE 100	Task	1,200			Task			7-17-1	Task			
Major responsibility: Responsible for the more complex tasks which include the analysis																																
of system issues related to the Vendor Management File. Acts as the Electronic Fund Transfer (EFT) project lead for implementation, and resolving the more complex technical																																
issues associated with the maintenance and management of the vendor file, including																							- 1									
developing reports and queries.					1				- 1																							
>Identify the technological needs for the on-boarding, validation, and conversion of future	1 1				1																					4						
wave vendor files and plan and implement a solution to prepare for and manage the					l .											-																
transition.	-	-	-	γ -		-	-	-	35	20	700	0.4	35	20	700	0.4	35	20	700	0.4	35	20	700	0.4	35	20	700	0.4	35	20	700	0.4
> Act as technical subject matter expert to the Vendor Management File. Supports units by developing queries and reports.																																
>Act as technical lead for the Vendor Management File.	i : 1			1	1 :				10	150	360 150	0.2	10	36 150	360 150	0.2	10	36	360	0.2	10	36	360	0.2	10	36	360	0.2	10	36	360	0.2
> Work with Vendors and control agencies to manage the design and implement changes	*							1		100	130	0.1	- '	150	150	0.1	- 1	150	150	0.1	2.1	150	150	0.1	,	150	150	0.1	1	150	150	0.1
to the technical reports including the Pitney Bowes Error File, EDD Independent																																
Contractor and 1099 reports.	-			-					- 3	20	60		3	20	60		3	20	60		3	20	60-		3	20	60		3	20	60	
>Work as lead of EFT technical implementation.	-								5	120	600	0.3	5	120	600	0.3	5	120	600	0.3	5	120	600	0.3	5	120	600	0.3	5	120	600	0.3
Workload assumption: The onboarding of the vendor files will play a major role in this					1																											
position for the first few years. After that this position will primarily focus on the technical	1 1				1																											
aspects of the vendor management along with working with SCO and other staff to																																
implement and manage the EFT vendor payment system solution. This position will also					1																											
work directly with the FSC to manage the vendor file in FI\$Cal so that as the onboarding work wraps up the technical management of the VMF will ramp up.					1																											
TOTALS Staff Information Systems Analyst (Specialist)									54	346	1,870	1.0	54	346	1,870	1.0	54	346	1,870	1.0	54	346	1,870	1.0	54	346	1,870	1.0	54	346	1,870	1.0
Classification: Staff Services Manager I Major responsibility: Manages unit, directs workload and supervises staff, supports and					1																											
implements program changes in conjunction with FI\$Cal project teams, partner agencies,	1 1				1																											
state departments on policy and business process changes, system changes, legislation		50																														
and associated communications.					1																											
> Manages unit, directs workload and supervises staff.	-			-		-	-		20	38	750	0.4	20	38	750	0.4	20	38	750	0.4	20	38	750	0.4	20	38	750	0.4	20	38	750	0.4
> Supports FI\$Cal Leadership and FI\$Cal Teams (Technical, Change Management,					1				-				197.0					37						0.11			, , ,	0.4	20		100	0.4
Training, FI\$Cal Service Center) and Partner Agencies on policy, business process and					l .																											
system changes.  > Contributes to decision making activities for system enhancements and upgrades.	-		-	-		- 5	-		10	50	500	0.3	10	50	500		10	50	500	0.3	10	50	500	0.3	10	50	500	0.3	10	50	500	
Contributes to decision making activities for system enhancements and upgrades.  Contributes to status reports; identifies and resolves issues and risk.					-				30	12	360 180	0.2	30	12 30	360 180		30	12	360 180	0.2	30	12	360	0.2	30	12	360	0.2	30	12		
Workload assumption: Provides a manageable workload ratio of staff to managers and is							- 1		١	30	100	0.1	0	30	160	0.1		30	180	0.1	6	30	180	0.1	6	30	180	0.1	6	30	180	0.1
critical to oversight of workload and execution of risk mitigation and contingency plans for					1																											
vendor related Production incidents.																																
TOTALS Staff Services Manager I									66	130	1,790	1.0	66	130	1,790	1.0	66	130	1,790	1.0	66	130	1,790	1.0	66	130	1,790	1.0	66	130	1,790	1.0
Classification: Associate Governmental Program Analyst					1																											
Major responsibility: Responsible for the more complex tasks which include the analysis									151																							
of policies and regulations that govern the State's Vendor File, vendor outreach, EFT promotion and education, 1099 reporting, and resolving the more complex issues					1																											
associated with the maintenance and management of the vendor file.					1																											
> Analyze and provide technical support and assistance for the Vendor File.				1 .					4,713	0.3	1,178	0.7	4,713	0.3	1,178	0.7	4,713	0.3	1,178	0.7	4,713	0.3	1,178	0.7	4,713		4.470		1710		4.470	
> Research and resolve the more complicated inquires and issues from vendors, bidders					1				4,710	0.0	1,110	0.7	4,710	0.0	1,170	0.7	4,715	0.5	1,170	0.7	4,713	0.3	1,170	0.7	4,713	0.3	1,178	0.7	4,713	0.3	1,178	0.7
and departments.		-		-			-		299	1	299	0.2	299	1	299	0.2	299	1	299	0.2	299	1	299	0.2	299	1	299	0.2	299	1	299	0.2
> Analyze, process, and respond to inquiries regarding the Pitney Bowes Error File,					1																											
validate reports for accuracy and complete error corrections as required.  > Analyze, process, and respond to inquiries regarding 1099 reports, validate reports for	-			-			-		187	2	374	0.2	187	2	374	0.2	187	2	374	0.2	187	2	374	0.2	187	2	374	0.2	187	2	374	0.2
accuracy and complete error corrections as required.					l .			9	852	0.4	341	0.2	852	0.4	341	0.2	852	. 04	341		252											
> Vendor outreach, EFT implementation, promotion and education.				1 :	1 0	:			32	40	1,280	0.2	32	40	1,280	0.2	32	0.4	1,280	0.2	852 32	0.4	341 1,280	0.2	852 32	0.4	341 1,280	0.2	852 32	0.4	341	0.2 0.7
Workload assumption: The activities are derived from similar duties that maintain state-						_ ^			02	40	1,200	0.7	02	40	1,200	0.7	32	40	1,200	0.7	32	40	1,200	0.7	32	40	1,280	0.7	32	40	1,280	0.7
wide files for support of technical, procurement, and accounting systems. SCO-FI\$Cal has					1																											
staff currently working on the VMF, as does FI\$Cal and these staff were consulted in					1																											
calculating this workload analysis. TOTALS Associate Governmental Program Analyst			-						0.002	44	2.470	2.0	0.000	44	0.470	0.0	0.000		0.470				0.170								-	
Classification: Staff Services Analyst (General)	-	-	-	-	-				6,083	44	3,472	2.0	6,083	44	3,472	2.0	6,083	44	3,472	2.0	6,083	44	3,472	2.0	6,083	44	3,472	2.0	6,083	44	3,472	2.0
Major responsibility: Responsible for the less complex duties related to managing the					1																											
State's Vendor File including validating vendors, quality assurance, customer service,																																
maintaining vendor EFT information, vendor data conversion from imported external																																
department information.									46																			7				
> Fulfill vendor add, edit, or delete requests from FI\$Cal departments.				-			-		12,100	0.3	3,025	1.7	12,100	0.3	3,025	1.7	12,100	0.3	3,025	1.7	12,100	0.3	3,025	1.7	12,100	0.3	3,025	1.7	12,100	0.3	3,025	1.7
> Service vendor records and SCPRS entries for Deferred and Exempt Departments.	-			-		-			7,739	1	3,870	2.2	7,739	1	3,870		7,739	1	3,870	2.2	7,739	1	3,870	2.2	7,739	1	3,870	2.2	7,739	1	3,870	2.2
> Answer solicitation questions and respond to other issues related to the vendor records. > Vendor outreach, EFT implementation, promotion and education.		-						-	1,000	180	1,500	0.8	1,000	2	1,500		1,000	2	1,500	0.8	1,000	2	1,500	0.8	1,000	2	1,500	0.8	1,000	2	1,500	0.8
Vendor outreach, Er Implementation, promotion and education.  Workload assumption: These duties represent the known requirements for maintaining a		-					-		25	160	4,000	2.3	25	160	4,000	2.3	25	160	4,000	2.3	25	160	4,000	2.3	25	160	4,000	2.3	25	160	4,000	2.3
confidential and sensitive document with thousands of entries which include sensitive					1																											
personally identifiable information and is used daily by the State's 100+ departments and																															-	
thousands of vendors. Successfully managing a unified file is a key component to																																
collectively negotiating prices with vendors on behalf of the State's entire 100+ departments																																
				-					00.000	100				100		7.0	00.00	-	10.000													
in order to achieve a greater cost savings benefit.																																
In order to achieve a greater cost savinus benefit. TOTALS START Services Analyst (General)  TOTAL SCO FISCAI VMG REQUEST									20,864	681	12,395	11.0	20,864		12,395 19,527		20,001		12,395 19,527		20,864		12,395				12,395	7.0	20,864	162	12,395	7.0

	The Control	201	7-18	5		2018	3-19			2019	-20			2020	-21			202	21-22			2022	2-23			2023	3-24			2024-25 and	d Ongoing	
Workload Description - State Accounting and Reporting Division	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Hours per	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number o Positions
Classification: Financial Accountant IV (BFIT)																																
Major responsibility: This position is required to direct and lead the Bureau of FISCal Implementation and Transition (BFIT) in SCO SARD. Although originally envisioned to bring the Book of Record in Waws 3 (now R17) from the Legacy system to FISCal, the responsibilities have been expanded to represent SARD on all waves of implementation including bring the deferred, exempt and future departments onto FISCal. This includes departments and SARD's year end financial statements, interfaces, conversions and reports (including design, build and test), business process re-engineering and training of both SARD and State staff. This position handles, and will continue to handle, the oversight and review of new policies, procedures, daily processes, and training that will be required to successfully transition both SARD and State staff into the new FISCal system. The position also serves as subject matter experts (SME) and super-user of the new system. In addition this position, along with the other BFIT staff, will continue to act as lisisons between SARD home staff and FISCal, communicating project status, identifying risks and issues.																																
reconciling output and analyzing conversion data, modifying configurations, reviewing decision and re-design documents, developing training, and completing project tasks.																																
> Develop and provide system and business process training for division staff.	-	-	-	-	10	40	400	0.2	10	40	400	0.2	6	40	240	0.1	6	40	240	0.1	10	40	400	0.2	10	40	400	0.2	10	40	400	0.2
> Provide support and address the most complex questions from other Bureaus in the Division regarding FI\$Cal functionality.			-		20	5	100	0.1	20	5	100	0.1	20	5	100	0.1	20	5	100	0.1	20	5	100	0.1	20	5	100	0.1	20	5	100	0.1
> Work with Staff and other Partner agencies to resolve the most complex defects. > Participate in the planning and decide on the success of interface testing and reports	•	-			25	10	250	0.1	25	10	250	0.1	25	10	250	0.1	25	10	250	0.1	25	10	250	0.1	25	10	250	0.1	25	10	250	0.1
designed to reduce impact to deferred and exempt departments.			-		10	40	400	0.2	10	40	400	0.2		-	-				-	-	-				-	-	-		-	-		-
> Conduct and/or attend meetings with impacted units, sections, and divisions in SCO. Perform duties related to General Administration.					120	2	240	0.1	120	2	240	0.1	120	2	240	0.1	120	2	240	0.1	120	2	240	0.1	120	2	240	0.1	120	2	240	0.1
> Attend Project and Executive status meetings with Partner Agencies.		-	-	-	102	2	204	0.1	102 50	2	204	0.1	102 50	2	204 100	0.1	102		204 100	0.1	102 50	2	204	0.1	102 50	2	204 100	0.1	102	2	204	0.1
Assist with department year end close and financial reporting.      Oversee the conversion and reconciliation of the beginning balances from Legacy to			- 1		50	2.	100	0.1	50	2				2		0.1	50	2			50	2		3	50	2	100	0.1	50	2	100	0.1
ensure the continued stability of the Book of Record for the state.  > Direct both external and internal reconciliations.	:				40	4	160	0.1	40	- 4	160	0.1	40 60	4 4	160 240	0.1	40 60		160 240	0.1 0.1	40 60	4 4	160 240	0.1 0.1	- 60	- 4	240	0.1	60	- 4	240	0.1
																			"													
> Work with managers in Division of Audits, ISD, and SARD to ensure adequate internal controls are maintained during and after the transition of the Book of Record.		-									-		25	4	100	0.1	25		100	0.1	25	4	100	0.1	25	4	100	0.1	25	4	100	0.1
<ul> <li>Oversee extensive end to end testing after business processes are developed.</li> <li>Develop a plan with ISD to decommission both Legacy and the interfaces used during</li> </ul>		-	-	-						-			40	4	160	0.1	40	4	160	0.1						-		-	-	-	-	-
the Intergrated solution and oversee the exection of the plan.		-		-					-	-	-		-	-	-		4	20	80	-	4	20	80	-	52	3	156	0.1	50	4	200	0.1
Workload assumption: Based on FI\$Cal Transition Plan Expectations for Partner Agency/Department Involvement.																																
TOTALS Financial Accountant IV (BFIT)				1 - 1	377	105	1,854	1.0	377	105	1,854	1.0	488	77	1,794	1.0	492	97	1,874	1.0	456	93	1,874	1.0	464	72	1,790	1.0	462	73	1.834	1.0
Classification: Financial Accountant III (BFIT) Major responsibility: These positions will be responsible for the oversight and review of the new policies, procedures, daily processes, and training that will be required to successfully transition into the new FISCal system. These positions will serve as subject matter experts (SME) and super-users of the new system. In addition, these positions will continue to act as liaisons between SARD home staff and FISCal, communicating project status, identifying risks and issues, reconciling output and analyzing conversion data, modifying configurations, reviewing decision and re-design documents, developing training, and completing project tasks.				_	20	48	960	0.5	20	48	960	0.5	20	48	960	0.5	20	48	960	0.5	20	48	960	0.5	20	48	960	0.5	20	48	960	0.5
> Provide support and address the most complex questions from other Bureaus in the						"																										
Division regarding FI\$Cal functionality. Perform duties related to General Administration.	-	-			110		440	0.2	110	4	440	0.2	110	4	440	0.2	110		440	0.2	110	4	440	0.2	120	4	480	0.3	120	4	480	0.3
> Work with FI\$Cal Service Center to resolve the most complex defects. > Validate and update trees, crosswalks, and Chart of Accounts.	:			:	. 75 50	2	225 100	0.1 0.1	75 50	2	225 100	0.1	75 50	3	225 150	0.1	75 50		225 100	0.1	75 50	2	225 100	0.1 0.1	50	2	225 100	0.1	75 50	2	225 100	0.1
Design and test Ledger Analysis Tool reports for financial reporting.     Update system configurations as required.	•			-	30	10 20	300 160	0.2 0.1	30	10	300 160	0.2	30	10 20	300 160	0.2	30		300 160	0.2	30	5 20	150 160		30	5 20	150 160	0.1	- 8	20	160	0.1
<ul> <li>Update system configurations as required.</li> <li>Participate in the planning and decide on the success of interface testing and reports</li> </ul>			1.0		8		100.50	0000	٥				°	20	160	0.1	0	20	160	0.1	°	20	160	0.1	0	20	160	0.1	٥	20	100	0.1
designed to reduce impact to deferred and exempt departments.  > Perform Legacy Budget Act setup to support the LRS system outside of FI\$Cal.	:	:	:	:	10	150 250	1,500 250	0.8	10	150 250	1,500 250	0.8	1	250	250	0.1	1	250	250	0.1	1	250	- 250	0.1	1	250	250	0.1	1	250	250	0.1
					450	200		0.5	450	2	900	0.5	450	2	900	0.5	250	2	500	0.3	250	2	500	0.3	250	2	500	0.3	250		250	0.1
<ul> <li>Conduct and/or attend meetings with impacted units, sections, and divisions in SCO.</li> <li>Attend Project and Executive status meetings with Partner Agencies.</li> </ul>	. :			1	450 156	2	900 312	0.5	156	2	312	0.5	156	2	312	0.5	156	2	312	0.3	156	2	312		156	2	312	0.2	156	2	312	0.2
<ul> <li>Assist with department year end close and financial reporting.</li> <li>Convert and reconcile beginning balances from Legacy to ensure the continued stability</li> </ul>		-	-	-	50	2	100	0.1	50	2	100	0.1	50	2	100	0.1	50	2	100	0.1	50	2	100	0.1	50	6	300	0.2	50	6	300	0.2
of the Book of Record for the state.	-	-	-	-	40	4	160	0.1	40	4	160	0.1	40	5	200	0.1	40	4	160	0.1	40	2	80		7							
> Manage both external and internal reconciliations.	-	-	-	-		-	•	•	- 1		- 1	- 1	13	10	130	0.1	13	10	130	0.1	70	10	700	0.4	100	10	1,000	0.6	100	10	1,000	0.6
> Solution Items needed to transition SCO's control functions from Legacy to FI\$Cal. > Develop statewide procedures for departments to adhere to for new SCO control processes.	:										-		. 50	40	480 250	0.3	8 33	30	240 165	0.1	- 33	- 5	165	- 0.1								
									-		-		50	10	500	0.3	50	8	400	0.2		- "			-		-	-	-	-	-	-
> Develop and test End State functionality and Business Processes.				1 .		-		-		-	-			-	-		100	7	700	0.4	130	9	1,170	0.7	46	9	414	0.2	-	-		-
> Develop and test End State functionality and Business Processes.  > Design, build, and test tools and reports for statewide financial statements.  > Develop a plan with ISD to decommission both Legacy and the interfaces used during the Intergrated solution and oversee the exection of the plan.		į.					.										4	40	160	0.1	4	20	80	-	145	3	435	0.2	300	4	1,200	0.7

		201	7-18	3 (1)		2018	-19			2019	-20		67 6.13	202	0-21		- V F - W	2021	1-22		10000	202	2-23				2023-24			2024-	25 and Or	ngoing	
Workload Description - State Accounting and Reporting Division	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions		ual ed Hours	al Tot	sed Numbe		Ann ased load/	nual s per Inc	Total N	lumber of Positions
Classification: Financial Accountant II (BFIT) Major responsibility: These positions will act as the supervisors in the review of new policies, procedures, daily processes, and training that will be required to successfully transition into the new FISCal system. These positions will serve as subject matter experts (SME) and super-users of the new system. In addition, these positions will continue to act as liaisons between SARD home staff and FISCal, communicating project status, identifying risks and issues, reconciling output and analyzing conversion data, modifying configurations, reviewing decision and re-design documents, developing training, and																									i								
completing project tasks.  > Develop and provide system and business process training for division staff.  > Provide support and address complex questions from other Bureaus in the Division regarding FISCal functionality.  > Validate and update trees, crosswalks, and Chart of Accounts.	:	:	:	:	7 33 67	20 1 1	133 33 67	0.1	7 33 67	20 1 1	133 33 67	0.1	7 33 67	20 1 1	133 33 67	0.1	7 33 67	20 1 1	133 33 67	0.1	7 33 67	20	133 33 67	3 0.1 3 -		33	20	33 - 67 -	0.1	7 33 67	20	133 33 67	0.1
Review FISCal reports designed to reduce impact to deferred and exempt departments.     Review FISCal interface testing results designed to reduce impact to deferred and exempt departments.     Conduct and/or attend meetings with impacted units, sections, and divisions in the				1	33 3	1 20	33 67	:	33 3	1 20	33 67	•	33 3	1 20	33 67		33	1 20	33 67		33	1	33	3 -	3	33	1	33 -		33	1	33	
SCO.  Attend status meetings with Project and Partner Agencies.  Analyze and update program and project crosswalks.  Convert and reconcile beginning balances from Legacy to ensure the continued stability of the Book of Record for the state.  Administration - Supervise staff, probation reports, IDP's, attendance.	:	:		:	40 33 17 1 167	2 2 2 220 1	80 67 33 220 167	0.1	40 33 17 1 1 167	2 2 2 220 1	80 67 33 220 167	0.1	40 33 17 1 1 167	2 2 2 220 1	80 67 33 220 167	0.1 0.1	40 33 17 1 1 167	2 2 2 220 1	80 67 33 220 167	0.1 0.1	40 33 17 1 167	2 2 2 220 1	80 67 33 220 167	0 0.1	1 -	37		80 - 67 - 33 -		40 33 17 - 167	2 2 2	80 67 33	0.1
Review and approve staff work.     Perform the more complex reconciliations.      Solution litems needed to transition SCO's control functions from Legacy to FISCal.     Develop statewide procedures for departments to adhere to for new SCO control processes.	:		:		333 80 -	1 10	333 800	0.2	333 80 -	1 10	333 800	0.2	333 80 3	1 7 25	333 560 83	0.2 0.3 - 0.1	333 80 2	1 7 15	333 560 25 33	0.2	333 80 -	1 3	333 240 - 250	0.1	1 8				0.2	333 80	1 8	333 640	0.2
Develop and test End State functionality and Business Processes.     Design, build, and test tools and reports for statewide financial statements.     Supervise and participate in the decommissioning of legacy and interfaces used during integrated Solution.     Workload assumption: Based on FI\$Cal Transition Plan Expectations for Partner	:	:	:	:			:			:	:		- 17	- 10	167	0.1	17 33 1	6 7 40	100 231 53	0.1 0.1	30 1	15		0.3	3	5		50 -	0.2	67	6	402	0.2
Agency/Department Involvement. TOTALS Financial Accountant II (BFIT)					814	281	2,033	1.0	814	281	2,033	1.0	851	323	2,210	1.0	875	350	2,236	1.0	870	319	2,147	7 1.0	0 90	01	53 1,1	969	.0	880	45	1,989	1.0
Classification: Financial Accountant II (SARD) Major rasponsibility: These positions will act as the supervisors in the review of new policies, procedures, daily processes, and training that will be required to successfully transition into the new FI\$Cal system. These positions will serve as subject matter experts (SME) and super-users of the new system. In addition, these positions will continue to act as lisions between SARD home staff and FI\$Cal, communicating project status, identifying configurations, reviewing decision and re-design documents, developing training, and completing project tasks.  > Develop and provide system and business process training for division staff. > Provide support and address complex questions from other Bureaus in the Division regarding FI\$Cal functionality.	7 33 67	20	133 33 67	0.1	13 67 133	20	267 67 133	0.2	13 67 133	20	267 67 133	0.2	13 67 133	20	267 67 133	0.2	13 67 133	20	267 67 133	0.2	13 67 133	1	267 67 133		10	00	1	00 0	).1 1.1	13 100 200	20	260 100 200	0.1 0.1 0.1
Review FISCal reports designed to reduce impact to deferred and exempt departments.     Review FISCal interface testing results designed to reduce impact to deferred and exempt departments.	33	1 20	33 67		67 7	1 20	67 133	0.1	67 7	. 1 20	67 133	0.1	67 7	1 20	67 133	0.1	67 7	1 10	67 67		67 7	10	67 67	7 -	10		1		1.1	100	1	100	0.1
> Conduct and/or attend meetings with impacted units, sections, and divisions in SCO.  > Attend status meetings with Project and Partner Agencies. > Analyze and update program and project crosswalks. > Convert and reconcile beginning balances from Legacy to ensure the continued stability of the Book of Record for the state. > Administration - Supervise staff, probation reports, /DP's, attendance. > Review and approve staff work. > Perform the more complex reconciliations.	80 33 17 1 167 345 80	150 1 1	160 67 33 150 167 345 640	0.1 0.1 0.2	80 67 33 1 333 690 160	2 2 2 150 1 1 8	160 133 67 150 333 690 1,280	0.1 0.1 - 0.1 0.2 0.4 0.7	80 67 33 1 333 690 160	2 2 2 150 1 1 8	160 133 67 150 333 690 1,280	0.1 0.1 - 0.1 0.2 0.4 0.7	80 67 33 1 333 690 80	2 2 2 150 1 1 8	160 133 67 150 333 690 640	0.1 0.1 - 0.1 0.2 0.4 0.4	80 67 33 1 333 567 40	2 2 2 150 1 1 8	160 133 67 150 333 567 320	0.1 0.1 - 0.1 0.2 0.3 0.2	80 67 33 1 333 567 40	2 2 2 150 1 1 8	160 133 67 150 333 567 320	0.1 7 - 0 0.1 8 0.2 7 0.3	1 10 5 1 - 2 42 3 56	00 50 50 - 25 37	2 2 1 1	200 0 00 0 125 0 667 0	1.1	120 100 50 - 500 567 40	2 2 2 - 1 1 8	240 200 100 - 500 567 320	0.1 0.1 0.1 - 0.3 0.3 0.2
Solution Items needed to transition SCO's control functions from Legacy to FI\$Cal.     Develop statewide procedures for departments to adhere to for new SCO control processes.     Develop and test End State functionality and Business Processes.     Design, build, and test tools and reports for statewide financial statements.     Supervise and participate in the decommissioning of legacy and interfaces used during Integrated Solution.	:		:				:			:	:		7 33 33 -	30 5 6	200 167 200 -	0.1 0.1 0.1 -	6 17 34 67	30 5 12 7	180 85 408 469	0.1 - 0.2 0.3	6 17 34 67	30 5 12 7	180 83 408 469	3 - 3 0.2 9 0.3	2 - 4	~			.2				
Workload assumption: Based on FI\$Cal Transition Plan Expectations for Partner Agency/Department Involvement. TOTALS Financial Accountant II (SARD)	866	209	1,895	1.0	1,651	209	3,480	2.0	1,651	209	3,480	2.0	1,644	250	3,407	2.0	1,534	293	3,579	2.0	1,534	293	3,577				50 3,6				43	3,467	

		20	17-18	_			8-19	_	2000	201	9-20			1	20-21			. 202	1-22			2022	-23			2023	3-24			2024-25 an	nd Ongoing	
Workload Description - State Accounting and Reporting Division	New Annual Increased Workload/ Task	Annual Hours pe Task		Number Position		Hours per	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annua Increased Workload/ Task	Hours per	Total Increased Hours	Number of Positions	New Annua Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions
Classification: Senior Administrative Analyst - Accounting Systems (BFIT)																																
flajor responsibility: This position will be responsible for the development and mplementation of the new procedures, daily processes, and training that will be required to uccessfully trainistion into the new FiScal system. This position will serve as a subject natter expert (SME) and super-user of the new system with a concentration of payments ande to local entities. In addition, this position will continue to act as lisions between SARD ome staff and FiSCal, communicating project status, identifying risks and issues, econciling output and analyzing conversion data, modifying configurations, reviewing ecision and re-design documents, developing training, and completing project tasks. Develop and provide system and business process training for division staff. Provide support and address questions from other Bureaus in the Division regarding FiSCal functionality. Work with FiSCal service Center to resolve defects. Review and document results of newly created FiSCal reports designed to reduce mpact to deferred and exempt departments.					1 8 5	0 1 2	80	0.1	10 80 50 50	43 1 2 3	430 80 100 150	0.2 - 0.1 0.1	10 80 50	1 3	430 80 150	0.1	10 80 50	1 3	430 80 150		10 80 50 50	43 2 4 3	430 160 200 150	0.2 0.1 0.1 0.1	10 80 50	43 1 3	430 80 150	0.2 - 0.1 0.1	10 80 50 50	43 2 4 3	430 160 200 150	0.2 0.1 0.1
pact to deferred and exempt departments.					1	0 20	200	0.1	10	20	200	0.1		- 1							-	-	-	-	-		-					
Conduct and/or attend meetings with impacted units, sections, and divisions in SCO.  Reconcile system output to ensure the integrity of the system.  Monitor Legislation for FISCal impact.  Analyze and update program and project crosswalks.  Coordinate user access and roles in FISCal.  Develop statewide procedures for departments to adhere to for new SCO control coesses.  Develop and test End State functionality and Business Processes.  Manage the decommissioning of legacy and interfaces used during the Integrated Julion process.  Orkload assumption: Based on FISCal Transition Plan Expectations for Partner					12 36 4 2 -	5 1 4	240 365 160 125	0.2 0.1	120 365 40 25 -	2 1 4 5 5	240 365 160 125 -	0.1 0.2 0.1 0.1	80 365 40 25 80 50	4 5 1	80 365 160 125 80 250 150	0.1 0.1 -	80 365 40 25 80 25 50	4 5 1 3	80 365 160 125 80 75 150	0.1 0.1 - 0.1	80 365 40 25 80 25 -	1 1 6 5 1 3	80 365 240 125 80 75	0.2 0.1 0.1 -	80 365 40 25 80 -	1 1 6 5 1 1	80 365 240 125 80 - - 312	- 0.2 0.1 0.1 - - -	80 365 40 25 80	1 1 4 5 1	80 365 160 125 80 - - 200	-
Agency/Department Involvement. FOTALS Senior Administrative Analyst - Accounting Systems (BFIT)					75	0 81	1,850	1.0	750	81	1,850	1.0	880	70	2.020	1.0	859	108	2.005	1.0	861	73	2.129	1.0	832	70	2.012	1.0	830	68	1,950	1.
Classification: Financial Accountant (BFIT) Major responsibility: These positions will act as leads in the review of new policies, procedures, daily processes, and training that will be required to successfully transition into he new FISCal system. These positions will serve as subject matter experts (SME) and super-users of the new system. In addition, these positions will continue to act as liaisons between SARD home staff and FISCal, communicating project status, identifying risks and ssues, reconciling output and analyzing conversion data, modifying configurations, reviewing decision and re-design documents, developing training, and completing project		- E																														
Lead interface activity; review and document FI\$Cal interface testing results.  Configurations - review/maintain configuration templates.  Reports - review scenarios and test results.  Extensions - lead extension activity such as creation of scenarios, test, document, manyze, working sessions.		:	:	:	49	5 10	434 296 263 308	0.2 0.1	7 493 26	62 1 10	434 296 263 308	0.2 0.2 0.1	2 150 15	80 1 6	120 90 84	0.1	2 150 15	80 1 6	120 90 84 30	0.1 0.1 -	- 80 30	1 6	80 180	0.1	80 30	1 6	80 180	0.1	90	1	90	0
Conversions - identify, convert and reconcile the SCO Legacy system and verify in FISCal.						3 88	264		3	88	264	0.1	,	85	77		1	85	77													
isoai. Trees, crosswalks, and Chart of Accounts - analyze and validate. Financial Reporting - Lead working session discussions.	:	-	-		3	8 7	252 246	0.1	36 49	7 5	252 246	0.1	9 49	3	30 197	0.1	9	3' 4	30 197	0.1	30 49	3 4	101 197	0.1 0.1	45	4	180	0.1	:		-	
Provide Training - Lead the development of training documents and presentation of aining on new processes. Address complex questions regarding FISCal functionality. Reconcilitations - lead the development of Legacy to FISCal reconcilitations and review lated procedures.					5	0 5 8 10	248 75		50	5	248 75	0.1	50	9	455	0.3	50	9	455	0.3	50	9	455	0.3	18	4	72					
Reconciliations - perform or review daily reconciliations between Legacy and FI\$Cal.		-	-		7	4 21	1,544	0.9	74	21	1,544	0.9	74	21	1,544	0.9	15	4	60							•	•		-			
Administration - attend status meetings with Project and Partner Agencies; Conduct nd/or attend meetings with impacted units, sections, and divisions in SCO. Provide support and address questions from other Bureaus in the Division regarding ISCal functionality. Work with FISCal Service Center to resolve defects.		:	:	:	15 12 6	0 1	780 120 60	0.1	156 120 60	5 <sup>-</sup> 1 1	780 120 60	0.4	156 60 30	1	727 60 30	0.4	120 60 30	5 1 1	559 60 30	0.3	105 120 60	2 2 1	210 240 60	0.1 0.1	105 120 150	1 2 1	105 240 150	0.1 0.1 0.1	- 400 200	- 1 1	- 400 200	0.3
Review and document results of newly created FISCal reports designed to reduce npact to deferred and exempt departments.  Assist with department year end closing and financial reporting.  Reconcile system output to ensure the integrity of the system.	:	:	:	1	3 1 11	5 2	60 30 110	0.1	30 15 110	2 2 1	60 30 110 30	- - 0.1	30 56 74 16	2 2	60 112 147 62	0.1	30 56 74 16	2	90 112 147 62	0.1	30 15 74	4 2 3	120 30 221 62	0.1 - 0.1	30 30 147 31	4 4 2	120 120 294 156	0.1 0.1 0.2 0.1	100 50 365 52	6 5	600 250 365 208	0.: 0.: 0.:
Monitor Legislation for FISCal impacts. Attend meetings/sessions to understand the system and testing of the system and how CO will be using the information.  Perform reconciliations of financial information for financial reporting usage and work and the system of the understand the performance of the property of the performance of th					4		89		3 44 44	2	89 89	0.1	44	4	178	0.1	44	2	89 89	0.1	44	4	178	0.1	44	4	178 178	0.1	- 44	- 2	- 89	- 0.
th departments to understand departmental reconciliations. Work with departments to understand how the departments are reporting (what SCO is sing to get) for financial reporting purposes. Review the technical portion input into the system and determine what new information quests will be needed from departments, for reporting purposes. Attend FISCal system training.					4	4 2	89 89 44	0.1	44 44 44	2 2 1	89 89 44	0.1	44 44 44	4	178 178 178 178	0.1	44 44 44	2	89 89 67	0.1	44 44 44	1 3 3	44 133 133	0.1 0.1 0.1	89 89 89	2 2 2	178 178 133	0.1 0.1 0.1	148 44 44	1 2 2	148 89 89	0. 0. 0.
Develop statewide procedures for departments to adhere to for new SCO control ocesses.  Lead FISCal cross-ledger reconciliations.  Develop and test End State functionality and Business Processes.  Design, build, and test tools and reports for statewide financial statements.	:	:	:	:	:	:	:	:	:	:	:		15 4 120	10	75 36 720	0.4	8 8 15 30	5 245 15 16	38 1,838 225 480	1.0 0.1 0.3	8 9 - 45	5 245 - 10	38 2,205 - 450	- 1.2 - 0.3	- 9 - 18	245 - 11	2,205 - 198	1.2	- 9 -	245 -	2,205	1.
<ul> <li>Lead and Participate in the decommissioning of legacy and interfaces used during integrated Solution.</li> <li>Morkload assumption: Based on FISCal Transition Plan Expectations for Partner Agency/Department Involvement.</li> <li>TOTALS Financial Accountant ((BFIT))</li> </ul>					1,47	7 258	5,517	3.0	1,477	258	5,517	3.0	1,133	277	5,544	3.0	961	40 550	5,253	3.0	944	40 358	120 5,479	3.0	90	308	360 5,304	3.0	90	5 276	450 5,182	3.0

Property of the property of			201	7-18			2018	-19			2019	-20			2020	21			2021-	22			2022-2	23			2023	-24			2024-25 an	d Ongoing	
Seminal sum demonstrate and manufal sum and ma	Workload Description -		Annual	Total	Marie		Annual	Total	N		Annual	Total			Annual	Total			Annual	Total		STORY CONTRACTOR OF		Total	To Villa					New Annual	7	Total	
Part		Workload/	Hours per	Increased		Workload/	Hours per	Increased		Workload/	Hours per	Increased		Workload/	Hours per	Increased		Workload/	Hours per	Increased N			Hours per I	Increased			Hours per	Increased			Hours per	Increased	Number of Positions
		Task	Total	110015	- July 1	Task	Taak	riouis		Task	1 dok	Hours		Task	IdSK	nours		Task	Task	Hours		Task	Task	Hours		Task	lask	Hours			Task	Hours	
The section of the se																																	
Set the control of th	ocedures, daily processes, and training that will be required to successfully transition into																																
The section of the se												7.5 4																					
The series of th																																	
The section of the se	ues, reconciling output and analyzing conversion data, modifying configurations,																																
The property of the property o	newing decision and re-design documents, developing training, and completing project																																
Supplies in the property of th	iks. Lead interface activity: review and document FISCal interface testing results.	10	62	620	0.3	21	62	1 302	0.7	21	62	1 302	0.7	4	80	280	0.2		90	200	0.0												
The section of the se	Configurations - review/maintain configuration templates.		1				1				1			1.150	1			340	1			63	1	63	: 1	90	- 1	- 00	0.1	- 00		90	0.
The series of th			6				6		0.2		6		0.2		6				6				6				6		- 0.1	(8)(8)	- '	- 90	-
Secretary Assertion of Assertion Ass		20		470	0.4	40		200		40		000						_										0.00					
The content of the following services of the content of the conten		4	85			7	85				85			40				7	10		0.1	- ,	95	170	0.1							-	-
The content of the series of the content of the con	Trees, crosswalks, and Chart of Accounts - analyze and validate.		3	141	0.1	84	3				3			21	3		- 0.3	21	3		- 0.1	70	3			15	3	50	:	:	:	:	
The series of th	Financial Reporting - Lead working session discussions.	57	4	228	0.1	115	4				4				4	459	0.3	115	4	459	0.3		4					-					-
The section of the se	Provide Training - I and the development of training documents and presentation of												- 1								- 1												
The contractions and the enterpretal Contractions and the enterpretal Contractions and the enterpretal process (Contractions) and the enterpretal process	ining on new processes. Address complex questions regarding FI\$Cal functionality.	58	9	534	0.3	116	9	1.063	0.6	116	9	1.063	0.6	116	a	1.063	0.6	116	٥	1.063	0.6	116	0	1.063	0.6	12	7	0.4					
The content of the co				"	0.0		"	1,000	0.0	1.0		1,000	0.0	110		1,000	0.0	110		1,003	0.0	110	9	1,003	0.0	12	'	- 04					
Advantage and evaluation entiting with Private Agriculture (Service Agriculture) (Servic	ated procedures.	9	4	36		18	4	70	-	18	4	70	-	-		-			-				-							.			1.2
Advantage and management of the response of th	Reconciliations - perform or review daily reconciliations between Language EISCal	98	21	1 806	10	172	21	3 802	20	172	24	3 802	20	450	24	3 270	4.0	50	24	1.050	0.0	-		600									
We design whether whether we design whether we design whether whether we design whet		00	21	1,006	1.0	1/2	21	3,002	2.0	1/2	21	3,002	2.0	156	21	3,276	1.8	50	21	1,050	0.6	29	21	609	0.3	-	-	-	.			-	
The manufacture defense as election from the flexes and follows properly of the property of th																																	
The Configuration of the control of		182	5	848	0.5	364	5	1,696	1.0	364	5	1,696	1.0	364	5	1,696	1.0	280	5	1,305	0.7	70	5	350	0.2	70	1	70		-		-	
This was MITCH devices from the second edinger in readous and entire devices of the second edinger in readous and expension of the second edinger in readous and expen						280	4	280	0.2	290	4	200	0.2	140		140	0.4	440		440	0.4	000		200									
The contract of the contract o							1				1				1			70	1				1				1				1	400 250	0.2
Attach and manufacturing manuf									.55%											1		, ,,,,,	- 1	, ,,,	0.1	200	'	200	0.1	200	'	200	0.
The contract of the space of the space of the contract of the space of the			٠.	-			3		0.1		3		0.1		3				3				3				3	210	0.1		3	240	0.1
Hole of Exposition for Fill Services and Mine Configuration for Fill Services			2	172	0.1		2		0.2		2		0.2		2				2				2				2	100	i . l		2	80	-
After the management and management	Monitor Legislation for FI\$Cal impact.	4	10		-	7	10		- 0.2	7	10		- 0.2		4				4				4				1 4	-			1	415 208	0.1
Find the missional continuous of the missional resource ground report of the missional continuous of the missional resource ground report of the missional resource ground resource ground resource ground report of the missional resource ground resource gr																			2				- 1	140	0.1		- 1	00	1	02	- 7	200	U.
The designation of the control designation designation designation of the control designation of the c		52	1	52		104	2	207	0.1	104	2	207	0.1	104	2	207	0.1	104	2	207	0.1	104	2	207	0.1	104	2	207	0.1		-	-	
When the management is understand to the degenerate are reported grown and Cold Reported and Property of the System demander and management a		52	1	52		104	2	207	0.1	104	2	207	0.1	104	2	207	0.1	104	2	207	0.4	404		200	0.4	404		244					
Find the time of substitute in proceedings and entitle time of substitute in processes.    1				-		1,000	"	20.	0.1	1.04	- 1	201	0.1	104	-	207	0.1	104	-	207	0.1	104		200	0.1	104		311	0.2	104	3	311	0.2
special wild an earlied form department, for recording purposes.    Company of the company of th		52	1	52	•	104	1	104	0.1	104	1	104	0.1	104	2	207	0.1	104	2	207	0.1	104	1	104	0.1	148	1	148	0.1	148	1	148	0.1
Allower Filed Congression Agreement in a software processes.		E2		E2		404	ا ا	207		404		207		404		700																~~~	
Control particular for Apparent to achieve for former and COO control   Control particular for Apparent to achieve for former and COO control   Control particular for Apparent for Appar			1	1	:		1				2				2				2				2				1				1	104	0.1
Last FETCH contained from the Processes of the Total Contained from the Processes of the Proc		"		02		104	'	104	0.1	104		104	٠.١	104	-	207	0,1	104		155	0.1	104	3	311	0.2	104	2	156	0.1	104	2	207	0.
Control part of the Cont			-	-	-			-	-	-	-	-	-	50	5	250	0.1	5	5			5	5	25							.	-	
Chespin, but, and note that send reactions and reactions a										-		-		8					10			21	245	5,145	2.9	10	245	2,450	1.4	10	245	2,450	1.4
Land and Performance Learning designed Substitution  1. 1442		:			1 1	1							2		-				6			- 00	- 40	-	-	٠.,		-	-		-		-
Vision of assumption Plant Desiration Pl											1			.		- 1		30	29	1,170	0.7	80	10	800	0.5	41	10	410	0.2		.	-	
Performed sawaring files of the Purtner of Stand				-			-		-	-	-				-	-		15	39	585	0.3	205	3	615	0.3	145	3	435	0.2	305	2	610	0.3
107.16.3 Financial Accountance (18/10)   1.442   227   5.759   3.0   3.369   235   12.385   7.0   3.369   235   12.385   7.0   3.369   235   12.385   7.0   3.469   285   12.788   7.0   2.480   3.0   12.755   7.0   2.480   3.0   2.191   2.77   5.886   7.0   3.469   3.0   2.191   2.77   5.886   7.0   3.469   3.0   2.191   2.77   3.469   3.0   3.291   2.77   3.291   3																																	
Classification: Associate Accounting Analyst (SARD)		1.442	227	5.750	3.0	3.369	235	12 385	7.0	3 369	235	12 385	7.0	3.400	268	12 758	7.0	2.486	3.45	12 515	7.0	2 402	422	12.540	7.0	4 0 AE	207	E 400	2.0	0.404	007	E 540	
Major rasp position for the development and provided from a final part of the development of the developme		1,112				0,000		.2,000	1.0	0,000	200	12,000	1.0	0,400	200	12,700	7.0	2,400	545	12,010	7.0	2,192	422	12,340	7.0	1,045	291	5,466	3.0	2,101	201	5,513	3.0
implementation of the new procedures, daily processes, and training that will be required to auccessfully training or the new process. And training that will be required to auccessfully training or the new process. And training that will be required to auccessfully training or the new process. And training that will be required to auccessfully training or the new processes.  - I to 3 1 314 0.2 19 31 597 0.3											- 1																						
aucoestuffly transition into the new FISCal system. These positions will serve as subject and transfer sports (SRIF) and superversers of flow and																																	
matter aparts (SME) and super-users of the new yolking. In addition, these positions will all and super-users of the new yolking and subsesses. As a proper project ability. Selecting the part of the									100																								
status, identifying roles and issues, analyzing and econociling ocuput and conversion data, modelying configurations, reviewing design reviewing design roles tasks.  10.00 31 314 02 19 31 597 0.3 15 08 280 4 1,120 0.8 280 1,120 0.8 280 1,	atter experts (SME) and super-users of the new system. In addition, these positions will					3														- 1													
modifying configurations, revelving decision and re-design documents, developing training, and competing project tasks.  10.00 31 314 0.2 19 31 597 0.3 19 31 597 0.3 280 4 1,120 0.6 40 4 160 0.1 40 3 120 0.1 40 3 120 0.1 40 3 120 0.1 40 3 120 0.1 40 3 120 0.1 40 3 120 0.1 40 3 120 0.1 50 4 200 0.1 50 4	ntinue to act as liaisons between SARD home staff and FI\$Cal, communicating project																																
Indexinger working seasons, stems, seasons, season													- 1																				
10,00   31   31   4   50   50   50   50   50   50   50																																	
**Configurations - populate annual configurations - populate annual configurations terminal services and accument results.  **Paper Services and Accument results.**  **Paper Services and Accument re																																	
Reports - working Sessions, test execution, verify, analyze, and document results.  43			31				31				31			-		-		1-	-	-			-					-		-	-		-
Extensions - working assistons, identify and create acenarios, User Acceptance Test validate converted data and reconcile Legacy and FISCal.  29 9 247 0.1 57 9 485 0.3 57 9 485 0.3 10 10 10 10 10 10 10 10 10 10 10 10 10	Jonnigurations - populate annual configuration templates.	140	4	560	0.3	280	4	1,120	0.6	280	4	1,120	0.6	280	4	1,120	0.6	40	4	160	0.1	40	3	120	0.1	40	3	120	0.1	40	3	120	0.1
Extensions - working sessions, identify and create scenarios, User Acceptance Test vection, analyze and document results.  29 9 247 0.1 57 9 485 0.3 57 9 485 0.4 7 108 745 0.4 8 108 688 0.4 7 108 745 0.4 8 108 0.4 8	Reports - working Sessions, test execution, verify, analyze, and document results.	43	4	172	0.1	86	4	344	0.2	86	4	344	0.2	50	4	200	0.1	50	4	200	0.1	50	4	200	0.4	EC	4	200	0.4	50	, ,	200	
Conversions - validate converted data and reconcile Legacy and FISCal.  5 72 362 0.2 9 72 651 0.4 9 72 651 0.4 9 72 651 0.4 7 106 745 0.4 6 106 638 0.4 7 106 745 0.4 6 10	Extensions - working sessions, identify and create scenarios, User Acceptance Test		'				"				7		0.2	55	7	200	0.1	30	*	200	5.1	50	4	200	0.1	50	4	200	0.1	50	4	200	0.1
Trees, Crosswalks and Chart of Accounts - analyze and validate.  10 10 10 101 0.1 20 10 202 0.1 20 10 202 0.1 20 11 224 0.1 20 11 20 0.1 20 11 224 0.1 20 11 20 0.1 20 11 224 0.1 20 11 20 0.1 20 11 20 0.1 20 11 20 0.1 20 11 20 0.1 20 11 20 0.1 20 11 20 20 20 20 20 20 20 20 20 20 20 20 20			9			57				57	9			10				10	10		0.1		-	-				-	-		-		
Financial Reporting - working sessions.  90 2 180 0.1 180 2 380 0.2 400 2 800 0.5 400 2 800 2 800 2 800 2 800 2 800 2 800 2 800 2 800 2 800 2						9	72			9				7				6	106		0.4		•	-	5			-	-	-	-		
Provide Training - prepare training documents and provide training on new processes.  73 8 409 0.2 145 6 812 0.5 79 6 442 0.2 50 6 280 0.2 300 6 1.880 0.9 100 6 560 0.3 50 6 280 0.2 30							10	360			10												11				11		0.1	20	11	224	0.1
Reconcilitations - develop and test reconcilitations between Legacy and FISCal.  11 5 50 - 21 5 95 0.1 21 5 95 0.1 21 5 95 0.1 21 5 95 0.1 21 5 95 0.1 21 5 95 0.1 21 5 95 0.1 21 5 95 0.1 21 215 4,515 2.5 21 240 5,040 2.8 2			*				_ ^	500	0.2	100	-	500	0.2	400	-	300	0.5	400	2	500	0.5				.			-		-	-	.	
Neconciliations - develop and test reconciliations between Legacy and FISCal.			6		0.2		6				6			79	6	442	0.2	50	6	280	0.2	300	6	1,680	0.9	100	6	560	0.3	50	6	280	0.:
Administration - attend staff meetings.  26			5				5				5			•	-				-				-				-		-	-	-		
Develop statewide procedures for departments to adhere to for new SCO control rocesses.  100 5 500 0.3 25 5 125 0.1 25 5 125 0.1 25 5 125 0.1 25 5 125 0.1 17 246 4.182 2.4 25 246 6.150 3.5 25 205 5.125 2.9 25 205 5.125 2.0 205 2																		2					17				- 47		-	-		-	
rocesses	Develop statewide procedures for departments to adhere to for new SCO control	20	29	/44	0.4	52	29	1,407	0.8	52	28	1,407	0.8	30	17	510	0.3	30	1/	510	0.3	30	17	510	0.3	30	17	510	0.3	30	17	510	0.3
Perform FISCal cross ledger reconcilidations.	ocesses.	-				- 4			-					100	5		0.3	25	5	125	0.1	25	5	125	0.1						-		
Develop and test End State functionality and Burseness Processes			-											12		120	0.1	17		4,182			246			25	205	5,125	2.9	25	205	5,125	2.
				7.71			•			•		1													-	-			-				
	Design, build, and test tools and reports for statewide financial statements.  Lead and Participate in the decommissioning of legacy and interfaces used during										-							105	16	1,680	0.9	125	12	1,500	0.8	20	20	400	0.2	-			
																		6	40	240	0.1	4	40	160	0.1					150	4	600	0.3
Vorkload assumption: Based on FI\$Cal Transition Plan Expectations for Partner																		-		-10		1	40	.00	0			-		130	"	300	0.0
PRICE DEPARTMENT INVOLVEMENT.  1 A48 386 5.502 3.0 890 386 10.667 6.0 890 386 10.667 6.0 1.090 427 10.773 6.0 816 719 10.279 6.0 619 344 10.669 6.0 285 286 7.135 4.0 365 250 7.	ency/Department Involvement.	110	202	F F00	0.0	200	200	40.007			222	40.000				40.555																	4.0

		201	7-18			201	8-19			201	9-20			2020	1-21			202	21-22			202	2-23				2023-2	24			2024-25 an	d Ongoing	
Workload Description - State Accounting and Reporting Division	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number o Positions	of Increa Workl	ased oad/	Annual Hours per li Task	Total ncreased Hours	Number of	New Annual Increased Workload/ Task	Annual Hours per Task		Number of Positions
Classification: Accounting Analyst (SARD) Major responsibility: Analyze, process, reconcile, monitor, validate, and approve transaction requests in FISCal and systems. This includes analyzing the impact of Budget Revisions, Allocation Orders, Special Deposit Funds, Federal Trust Funds, and other adjustments impacting the California State Budget Act, including provisional language and/or trailer bills.																																	
<ul> <li>Review, approve, and monitor transaction requests in Legacy coding and/or in FI\$Cal.</li> <li>Monitor and validate appropriation authority and cash for Non-FI\$Cal agencies.</li> </ul>	:		:	:	1,100 275	1	1,100 275	0.6		1	1,100 275	0.6	1,100 275	1	1,100 275	0.6	1,100 275	1	1,100 275	0.6	1,100 275	1	1,100 275			,100 275	1	1,100 275	0.6	1,100 275	1	1,100 275	0.0
<ul> <li>Process Budget revisions, re-appropriations, transfers, and provisions in Legacy and/or in FISCal.</li> </ul>					125	3	375			3	375	0.2	125	3	375	0.2	125	3	375	0.2	125	3	375	0.2	.2	125	3	375	0.2	125	3	375	0.
> Process reversal transaction requests, correct invalid transactions, and process voids for both FI\$Cal and Non-FI\$Cal agencies.					730	2	1,460	0.8	730	2	1,460	0.8	730	2	1,460	0.8	730	2	1,460	0.8	730	2	1,460	0.8	.8	730	2	1,460	0.8	730	2	1,460	0.
> Perform and release daily reconciliations, including the Consolidated Payment Fund, for FI\$Cal and Non-FI\$Cal agencies.					460	1	460	0.3		1	460 795	0.3	460 265	1	460 795	0.3	460 265	1	460 795	0.3	460 265	1	460 795	0.3		460 265	1 3	460 795	0.3	460 265	1	460 795	0.3
Maintain and process journal entries for FISCal and Non-FISCal agencies. Respond timely to inquiries from statewide agencies. Comparison of Legacy to FISCal activity for cash management, treasury trust, bonds,	12.0		:		265 395	2	795 790	0.4		2	790	0.4	395	2	790	0.4		2	790	0.4	395	2	790	0.4		395	2	790	0.4	395	2	790	0.4
and SMIF transactions, etc. > Update desk procedures.	:	:	:	:	80 40	1 4	80 160	0.1	80 40	1 4	80 160	0.1	80 40	1 4	80 160	0.1	40	- 4	160	0.1	40	4	160	0.1	.1	40	- 4	160	0.1	40	4	160	0.
Workload assumption: Based on FI\$Cal Transition Plan Expectations for Partner Agency/Department Involvement.														1																			
TOTALS Accounting Analyst (SARD)				-	3,470	18	5,495	3.0	3,470	18	5,495	3.0	3,470	18	5,495	3.0	3,390	17	5,415	3.0	3,390	17	5,415	3.0	.0 3	,390	17	5,415	3.0	3,390	17	5,415	3.0
TOTAL BFIT REQUEST		-	-		4,419	1,222	16,661	9.0	4,419	1,222	16,661	9.0	4,467	1,161	16,925	9.0	4,186	1,552	16,670	9.0	4,159	1,227	17,020	9.0	.0 4	,507	867	16,360	9.0	4,940	812	16,192	9.0
TOTAL SARD REQUEST	2,756	822	13,147	7.0	9,380	848	32,027	18.0	9,380	848	32,027	18.0	9,613	963	32,433	18.0	8,227	1,374	31,788	18.0	7,735	1,075	32,201	18.0	.0 7	,340	629	21,663	12.0	7,866	577	21,454	12.0
TOTAL State Accounting and Reporting Division REQUEST	2.756	822	13.147	7.0	13.798	2.070	48.688	27.0	13,798	2.070	48.688	27.0	14.080	2.124	49.358	27.0	12,412	2.927	48,458	27.0	11.893	2,302	49,221	27.0	.0 11	.846	1,496	38.023	21.0	12,805	1,389	37,646	21.0

Separate Heave Members (1988) 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	25 and Ongoing	2024-25 ar				2023-2			T	2022-2	A	P. Committee			2021	Naus Acress I		-21	- 17	low Armer			2019	New Annual				w Annual	Nie			1	New Appurat	NI.	
Separate Provide Manual Provide Manu	per Increased	Annual Hours per			ncreased	Hours per I	Workload/		Increased	ours per li	reased Ho	nof Incre		Increased	Hours per	Workload/		Increased	Hours per	Workload/	Number of	Increased	Hours per	Workload/		ncreased	lours per	orkload/	nber of Ir sitions W	sed Nun	per Increas	Hours p	Workload/	1	
Part	sk Hours	Task			nours	Task			nours	ask				nours	IdSK	Task		riodis	1 0 5 %	Task	7 0 6	Houls	1434	Task		. Iouis	, work	Task			riour	Task	Task	el ne	Classification: Senior Information Systems Analyst (Specialist) (ISO)
Anthonis was was also for METALE PROPERTY SCOT processing and commons of metales and common																																		ne em	Major responsibility: Support the SCO mainframe system security operations in the maintenance of legacy systems and managing the transition to the new FI\$Cal system
The properties of the properti																			H														-8	ame	business and technology areas in guiding the FI\$Cal project through SCO mainframe production environments authentication and secure access processes. Provide guidanc
with the transfer displayed files designed and control of the displayed and excluded.	80 1,280	80	16	0.7	1,280	80	16	0.7	1,280	80	16	0.7	0.	1,280	80	16	0.7	1,280	80	16	0.7	1,280	80	16						-				erring of	integration, implementation of effective solutions for secure access and file transferring of
- Remove and professional profe	16 160	40	40	0.4	180	10	10	0.1	160	16	10	11		160	16	10	0.1	160	16	10	0.1	160	16	10										nts. ods to	activities required throughout FI\$Cal Integrated Solution and End State deployments. Additionally, assess secure file transferring processes and other processing methods to
Transferred for first for enter than Full Plant (1965) and the control of the con	16 160																																		Review and provide feedback to FISCal and ISD developers in the design and operations of interfaces, including how they will impact production processing on an interim as well as once FISCal is fully deployed.
Communication function for function for personal deplication for function of the property of t	18 180			0.1							10																		•	-			·		transferring of FI\$Cal data from various IT platforms to SCO's mainframe.  Workload assumption: Based on prior history of work on this project.
### Major responsibility: 100 Totals; controllering and major with the FEED Impact to Major responsibility: 100 Total Company of the PEED Impact to Major responsibility: 100 Total Compan	130 1,780	130	46	1.0	1,780	130	46	1.0	1,780	130	46	.0	1.0	1,780	130	46	1.0	1,780	130	46	1.0	1,780	130	46	-		•	-	-	•					
- Contenting pages of MICE Integration Support of MICE Integration against a description in Exercising and search programs and a support of MICE Integration against a description in Exercising Annual Programs and a support of MICE Integration a																																			Major responsibility: ISD Testing Coordinator will partner with the FI\$Cal Project team, SCO business, and ISD technical staff to develop test strategies and manage testing for the SCO as a result of the FI\$Cal Project.
Control proper language and conclusional properties and							-			•							0.1			15															> Determine impact of FI\$Cal Integrated Solution functionality on SCO systems. Meet with SCO business and ISD staff to develop and execute plans to decommission legacy
- Charactery and attributes of all analysis and confidence to support and particular control and particular contro																	0.1			1				1										teams nentation	> Develop project tasks and schedules, generate status reports. Meet with project teams
Workload assumption. Estimates an biased on information and impacts some registration process to the multiplication of process and things to assist process to the multiplication of process to the mu																		720				720												ns to ed	identify test conditions and test scripts for the 19 new interfaces and modified/retired systems.
TOTALS Service Information Systems Analysis (Specialist (Lippe, Dav)																	0.4	720	60	12	0.4	720	60	12						•				allel nuous	Workload assumption: Estimates are based on information and impacts known regardir number of new interfaces and changes to existing interfaces or processes. The parallel testing activities are highly complex. Testing requires daily coordination, and a continuous change management process to be established for requirements and test plans, and
Major responsibility. Senior Technical Lead and Project Ladd.  2 pervisely and conditive was producted with a statistic profess and monitory progress, mer with staff to construct, direct, coverae, Project stafful is nonanegament and project elaboration.  2 pervisely and conditive stafful in a property stafful is nonanegament and project elaboration.  2 pervisely and conditive stafful in a property stafful in a property stafful in a property stafful is nonanegament and project elaboration.  2 pervisely and conditive stafful in a property stafful								-		-				-			1.0	1,750	250	43	1.0	1,750	250	43					-			- 4			
2 Powelog and coordinate work product anotherlines, establish priorities and monitor groups, as medium that for consult, directly consumer that of the consult directly consumer that of the consumer that of th																		6																	
monitor progress, provide status to management and project leaders. Consultation, direction, proving of all work carried or all work Staff Programs, new processes and procedures, and maintain and the staff of all work carried works. The Staff and maintain and the staff of all work carried works. The Staff and maintain and the staff and project the Staff and maintain and the staff and project the staff and maintain and the staff and project the staff and proj	20 480	20	24	0.3	480	20	24	0.3	480	20	24	0.3	0.:	480	20	24	0.4	720	30	24	0.4	720	30	24	0.3	480	20	24	0.1	240	10 2		24		> Develop and coordinate work product schedules, establish priorities and monitor progress, meet with staff to consult, direct, oversee, Provide status to management and
and maintenance to Legacy systems. Provide direction and oversign for the Staff Programmer Analysis, coding and testing for any service requests for the maintenance to Legacy systems.  24 20 480 0.3 24 40 960 0.5 24 60 1.440 0.8 24 80 1.440 0.8 24 35 840 0.5 24 35 840 0.5 24  **New York of the Company of the Staff Information plans for Interface programs, new processes and procedures, and maintenance to Legacy systems.  15 10 150 0.1 15 20 300 0.2 20 0.1 25 30 750 0.4 25 30 750 0.4 25 20 500 0.3 25 20 500 0.3 25  **Lead effort in development of Legacy priseal conversion and customer acceptance testing. Review and sign-off of the results of the Legacy Piscal conversion and customer acceptance testing. Review and sign-off of the results of the Legacy priseal conversion and customer acceptance testing. Review and sign-off of the results of the Legacy priseal conversion and customer acceptance testing. Review and sign-off of the results of the Legacy Piscal conversion and customer acceptance testing. Review and sign-off of the results of the Legacy Piscal conversion and customer acceptance testing. Review and sign-off of the results of the Legacy Piscal conversion and customer acceptance testing. Review and sign-off of the results of the Legacy Piscal conversion and customer acceptance testing. Review and sign-off of the results of the Legacy Piscal conversion and customer acceptance testing. Review and sign-off of the results of the Legacy Piscal conversion and customer acceptance testing. Review and sign-off of the results of the Legacy Piscal conversion and customer acceptance testing. Review and sign-off of the results of the Legacy Piscal conversion and customer acceptance testing. Review and sign-off of the results of the Legacy Piscal conversion and customer acceptance testing. Review and sign-off of the results of the Legacy Piscal conversion and customer acceptance testing. Review and sign-off of the results of the Legacy Piscal conversion and customer acceptance testing. Review and sign-off of the results	20 480	20	24	0.3	480	20	24	0.3	480	20	24	0.3	0.:	480	20	24	0.4	720	30	24	0.4	720	30	24	0.3	480	20	24	0.1	240	10 2			η,	monitor progress, provide status to management and project leaders. Consultation, direction, oversight of all work carried out by Staff Programmer Analyst.
> Lead and direct analysis, coding and testing for any service requests for the maintenance to Legacy systems. Provide programs, new processes and procedures, and maintenance to Legacy systems. Provide programs in technical expertise, to be legacy systems. Provide programs in the commentation plans for Interface programs, new processes and procedures, and maintenance to Legacy systems. Provide programs in the comment production problems.  10 10 100 0.1 10 20 200 0.1 25 30 750 0.4 25 20 500 0.3 25 20 5	35 840	35	24	0.5	840	35	24	0.5	840	35	24	15	0.5	840	. 35	24	0.8	1.440	60	24	0.8	1.440	60	24	0.5	960	40	24	0.3	480	20 4		24		and maintenance to Legacy systems. Provide direction and oversight for the Staff Programmer Analyst to ensure that ISD's system development lifecycle procedures are
and maintenance to Legacy systems. Provide programming technical expertise, trouble shoot, resolve, communicate and document production problems.  10 10 10 0.1 10 20 200 0.1 25 30 750 0.4 25 20 500 0.3 25 20 500 0.3 25  Lead effort in development of Legacy Fiscal conversion and customer acceptance test plans, execution and validation of test plan, and the documentation of the results of the Legacy Fiscal conversion and customer acceptance testing. Review and sign-off of the results if accurate as expected, and provide direction as needed.  30 18 540 0.3 30 44 1,320 0.7 30 44 1,320 0.7 30 44 1,320 0.7 30 25 750 0.4 30 25 750 0.4 30  Workload assumption: Based on prior history of work on this project.  10 10 10 0.1 10 20 200 0.1 25 30 750 0.4 25 20 500 0.3 25 20 500 0.3 25  20 500 0.3 25 20 500 0.3 25  20 500 0.3 25 20 500 0.3 25  20 50	20 400																		30				30							150			15		
plans, execution and validation of test plan, and the documentation of the results of the Legacy Fiscal conversion and customer acceptance testing. Review and sign-off of the results if accurate as expected, and provide differencion as needed.  30 18 540 0.3 30 36 1,080 0.6 30 44 1,320 0.7 30 44 1,320 0.7 30 25 750 0.4 30	20 500	20	25	0.3	500	20	25	0.3	500	20	25	0.3	0.:	500	20	25	0.4	750	30	25	0.4	750	30	25	0.1	200	20	10	0.1	100	10 1		10	edures,	and maintenance to Legacy systems. Provide programming technical expertise,
Workload assumption: Based on prior history of work on this project.         1         4         5         5         3         147         224         5         550         3         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140         3         450         2         147         140												1																						of the	plans, execution and validation of test plan, and the documentation of the results of the Legacy Fiscal conversion and customer acceptance testing. Review and sign-off of the
TOTALS Sanior Programmer Analyst (App. Dev.) 127 78 1.750 1.0 127 156 3.500 2.0 147 224 5.550 3.0 147 224 5.550 3.0 147 140 3.450 2.0 147	25 750	25	30	0.4	750	25	30	0.4	750	25	30	0.4	0.4	750	25	30	0.7	1,320	44	30	0.7	1,320	44	30	0.6	1,080	36	30	0.3	540	18 5		30		Workload assumption: Based on prior history of work on this project.
Major responsibility: Partner with the FISCal Project team, SCO business, and ISD technical staff to accomplish the ISD system development lifecycle deliverables for the FISCal Project.	140 3,450	140	147	2.0	3,450	140	147	2.0	3,450	140	147	.0	2.0	3,450	140	147	3.0	5,550	224	147	3.0	5,550	224	147	2.0	3,500	156	127	1.0	750	78 1.7		127		TOTALS Senior Programmer Analyst (App. Dev.)
													V																					he	Major responsibility: Partner with the FISCal Project team, SCO business, and ISD technical staff to accomplish the ISD system development lifecycle deliverables for the FISCal Project.
analysis and determine deliverables and documentation needs for integrated solution and functionality for SCO legacy systems.	10 360	10	36	0.2	360	10	36	0.2	360	10	36	0.2	0.2	360	10	36	0.2	360	10	36	0.2	360	10	36						-			-	tion and	analysis and determine deliverables and documentation needs for integrated solution are functionality for SCO legacy systems.
> Develop project tasks and schedules, generate status reports. Meet with project teams on a regular basis. Collaborate with the project teams in creating and executing	40 1,440	40	36	0.8	1,440	40	36	0.8	1,440	40	36	1.8	0.8	1,440	40	36	0.8	1,440	40	36	0.8	1,440	40	36		-			-	-				stems.	technical analysis, planning and documentation for SCO's modified and retired systems. > Develop project tasks and schedules, generate status reports. Meet with project teams on a regular basis. Collaborate with the project teams in creating and executing
Implementation plan:		60 45									2 36					2 36				2 36					:			:		:	:	:			implementation plan.
Workload assumption: Estimates are based on information and impacts known regarding number of new interfaces and changes to evisiting interfaces or processes. As the SCO and FISCal project teams continue to work through the integrated solution, interpretation and gap analysis will occur to determine documentation needs.  TOTALS SERIFINGHEMION SEPREMENT Analyst (SASU)  - 110 155 3,540 2.0																							4											SCO and	number of new interfaces and changes to existing interfaces or processes. As the SCO a FiSCal project teams continue to work through the integrated solution, interpretation and gap analysis will occur to determine documentation needs.

		201	7-18		201	8-19	ME HED		2019	-20			2020	-21			2021	1-22			2022	-23		1	202	3-24	7.1		2024-25 an	nd Ongoing	
Workload Description - Information Systems Division	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	Annual	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours		New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annua Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions
Classification: Staff Information Systems Analyst (Specialist) (PO) Major responsibility: Provide research, oversight and direction to the SCO and FISCal Project leads (usiness and technology areas) as it relates to all existing SCO legacy systems production processing components.																															
Consult, guide, advise, mentor and collaborate with SCO and FI\$Cal project leads from business and technology areas in guiding the FI\$Cal project through SCO Mainframe PO processes. Provide guidance and support for requirements analysis and documentation, development, testing, integration, implementation of effective solutions.								36	22	792	0.4	36	22	792	0.4	36	22	792	0.4	36	22	792	0.4	36	22	792	0.4	36	22	792	2 0.
Support all SCO Mainframe Production Operations activities required throughout FI\$Ca integrated Solution and End State deployments which includes development of new and modified production JCL/LIST/Panels. As new processes are implemented assess and modify processing methods to ensure efficiency (i.e. ocst, performance, etc.).	1							40	12	480	0.3	40	12	480	0.3	40	12	480	0.3	40	12	480	0.3	40	12	480	0.3	40	12	480	0.
Review and provide feedback to FI\$Cal and I\$D developers in the design and operations of interfaces, including how they will impact production processing on an interim as well as once FI\$Cal is fully deployed.			- 4					16	12	192	0.1	16	12	192	0.1	16	12	192	0.1	16	12	192	0.1	16	12	192	0.1	16	12	192	2 0.4
Assess and implement viable new processes into the Electronic Scheduler Process (ESP). The FISCal project Integrated Solution is anticipated to change the way legacy fiscal systems does business, as such it will result in changes to our production operations. Conduct analysis to assess current and future PO procedures and processes as well as determine forward stategy to implement required modifications to the								4.5																							
production environment. > Develop, implement, and present effective solutions for secure file transferring of FI\$Ca data from various IT platforms to SCO's mainframe.				-				5 5	20	100	0.1	5	20 20	100	0.1	5	20 20	100	0.1	5	20 20	100			20 20			5 5	20		
Workload assumption: Based on past experience, supporting the Statewide Accounting and Reporting Division (SARD) and the Administration & Disbursements Divisions (ADD) in the maintenance of legacy systems. Managing the transition to the new FISCal system will result in a significant increase in the ISD's PO workload. As planned by the FISCal Project, PO will be required to maintain the existing mainframe Fiscal System, processes and interfaces, as well as implement new production operational procedures to integrate FISCal											7																				
with existing systems, TOTALS Staff Information Systems Analyst (Specialist) (PO)	-			-				102	86	1,664	1.0	102	86	1,664	1.0	102	86	1,664	1.0	102	86	1,664	1.0	102	86	1,664	1.0	102	86	1,664	1.0
Classification: Staff Programmer Analyst (AD)  Major responsibility: Technical Specialist and Subject Matter Expert.  > Adhere to work product schedules, prioritize and provide progress status to Senior Programmer Analyst (Sr. PA), meet with Sr. PA to receive direction. Provide status to Sr. PA and project leaders.  > Collaborate with Sr. PA and ISD Business Analysts (BA's) to document all changes to								24	30	720	0.4	24	30	720	0.4	24	30	720	0.4	24	30	720	0.4	24	30	720	0.4	24	30	720	0.4
SCO Legacy fiscal systems (Fiscal, Warrant Reconciliation, and Treasury Trust and related sub-systems) and their interface programs, new processes and procedures needed as a result of the FISCal Integrated Solution. Assist Sr. PA, ISD BA's, SCO business, and other ISD staff to develop and execute plans to decommission legacy systems.				-				24	30	720	0.4	24	30	720	0.4	24	30	720	0.4	24	30	720	0.4	24	30	720	0.4	24	30	720	0.4
<ul> <li>Perform analysis, coding and testing for any service requests for the FI\$Cal Integrated Solution following ISD's established procedures for the system development lifecycle.</li> <li>Provide programming technical expertise, troubleshoot, resolve, communicate and</li> </ul>								10	20	200	0.1	10	20	200	0.1	10	20	200	0.1	10		200	0.1	10			0.1	10	20		
document production problems.  > Provide information as requested, of conversion, and customer acceptance testing processes for Warrant Reconciliation (BankReo), Treasury Trust, and Fiscal Legacy, systems with the FiScal system. Participate in effort to develop the Legacy BankRec, Treasury Trust, and Legacy Fiscal conversion and customer acceptance test plans, assis in the execution and documentation of the results of the Legacy Fiscal, BankRec, Treasury Trust, and their respective conversions and customer acceptance testing.	t							30	30 40	1,200	0.4	30	40	1,200	0.4	30	40	1,200	0.4	30	40	1,200			40		0.4	30	40		
Validate the results are accurate as expected and provide direction as needed.						1				1																					
								112	150	3,560	2.0	112	150	3,560	2.0	112	150	3,560	2.0	112	150	3,560	2.0	112	150	3,560	2.0	112	150	3,560	2.0

		201	17-18			201	8-19		White It	201	9-20			202	)-21			202	1-22			202	2-23			202	3-24			2024-25 an	d Ongoing	
Workload Description - Disbursements	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number o Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number o Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions	New Annual Increased Workload/ Task	Annual Hours per Task	Total Increased Hours	Number of Positions
Classification: Staff Services Analyst																													1,000			_
Major responsibility: Subject matter expert and responsible for training, research,																																
correction, and approvals.			1																													
> Perform analytical and administrative duties associated with the Post Issuance				1															1													
mplementation process for the FI\$Cal system, such as analyze available data, formulate																																
plans and alternatives, as well as evaluate and recommend solutions regarding the most		1		1 -																												
complex issues and problems associated with the FI\$Cal program. Specific tasks include		1						1																								
esearch related to redeposited, lost, damaged and returned warrants as well as handling																																
forgery-related issues and expedite payment processing issues.				1 -																												
		-			780	1	585	0.3	780	1	585	0.3	780	1	585	0.3	780	1	585	0.3	780	1	585	0.3	780	1	585	0.3	780	1	585	0.3
> Provide ongoing training and support in Post Issuance processes as agencies migrate			1																								-					
to the FI\$Cal system. Handle the most complex research tasks and perform gap analysis				1																					1							
to remediate any ongoing production issues in the Post Issuance Unit.		1	1	1																												
					52	3	130	0.1	52	3	130	0.1	52	3	130	0.1	52	3	130	0.1	52	3	130	0.1	52	3	130	0.1	52	3	130	0.1
Present issues and findings to management by oral or written reports, in addition to		1			1																											
developing and writing Disbursements' procedures and recommending business process		1 5	1	1																												
improvements. Additionally, the analyst will respond to sensitive post issuance inquiries		1		1																												
from state agencies and constituents.			-		36	3	108	0.1	36	3	108	0.1	36	3	108	0.1	36	3	108	0.1	36	3	108	0.1	36	3	108	0.1	36	3	108	0.1
> Act as the back-up approver for vouchers, name and address changes for					1																				l .							
replacements and warrant status changes for an estimated 43,000 FI\$Cal payments		1							2010		1000																					
annually,		-			1,300	0	195	0.1	1,300	0	195	0.1	1,300	0	195	0.1	1,300	0	195	0.1	1,300	0	195	0.1	1,300	0	195	0.1	1,300	0	195	0.1
Review claims of forgery and approve or disapprove for processing based on laws,		1														2000																
rules and regulations of the State of California.		-	-		850	1	425	0.2	850	1	425	0.2	850	1	425	0.2	850	1	425	0.2	850	1	425	0.2	850	1	425	0.2	850	1	425	0.3
The analyst will be the liaison between FI\$Cal and Disbursements in the development		1		1																												
of system requirements, oversee system modifications, and conduct warrant and EFT					100							18.																				
print file testina.			-		130	2	260	0.1	130	2	260	0.1	130	2	260	0.1	130	2	260	0.1	130	2	260	0.1	130	2	260	0.1	130	2	260	0.
Attend weekly FI\$Cal issue meetings, semi-monthly meetings with the IHSS Program	1	1																														
and meet periodically with subject matter experts to modify procedures, improve business					100		150	0.1	100	2	150	0.1	400																			
practices, etc.  Workload assumption: Based on existing workload and anticipated workload associated			-		100	2	150	0.1	100	2	150	0.1	100	2	150	0.1	100	2	150	0.1	100	2	150	0.1	100	2	150	0.1	100	2	150	0.1
with FI\$Cal implementation.		1		1	1											~																
TOTAL Staff Services Analyst					3,248	10	1.853	1.0	3.248	10	1,853	1.0	3,248	10	1.853	1.0	3,248	40	4.050	4.0	2.240	- 10	1.050	4.0	2010	- 10						
,		-	_	_		10		1.0		10									1,853	1.0		10	1,853	1.0		10	1,500	1.0	0,0.10	10	1,853	1.0
TOTAL Disbursements REQUEST	-	-			3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0	3,248	10	1,853	1.0
OTAL SCO FISCal VMG REQUEST			T	T									20.00																			
			-					·	27,067	681	19,527	11.0	27,067	681	19,527	11.0	27,067	681	1,01,021	11.0	27,100	681	10,021		21,001	681	19,527	11.0	27,067	681	19,527	11.0
OTAL State Accounting and Reporting Division REQUEST	2,756	822	13,147	1.13	13,798	2,070		27.0	13,798	2,070	48,688	27.0	14,080	2,124	49,358	27.0	12,412	2,927	48,458	27.0	11,893	2,302	49,221	27.0	11,846	1,496	38,023	21.0	12,805	1,389	37,646	21.
TOTAL Information Systems Division REQUEST	127	78	1,750	1.0	127	156	3,500	. 2.0	560	995	17,844	10.0	560	995	17,844	10.0	517	661	13,994	8.0	517	661	13,994	8.0	517	661	13,994	8.0	517	661	13,994	8.0
TOTAL FI\$Cal Integrated Solution REQUEST	2.883	900	14.897	8.0	17.173	2.236	54.041	30.0	44.673	3.757	87.912	49.0	44.955	3.810	88.581	49.0	43.244	4.279	83.832	47.0	42.725	3.655	84.595	47.0	42.678	2.849	73.397	41.0	43.637	2,742	73.019	44.0

# State Controller's Office SCO FI\$Cal Resources by Fiscal Year and Division

		201	7-18			201	8-19			2019	9-20			202	0-21			2021	L-22			2022	2-23			2023	3-24			2024 Ong	-25 8 oing	
SCO Integrated Solution																											ARIO .			316		
Implementation Timeline	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	03	04	Q1	Q2	03	04
Build & Test Integrated Solution												2.13																				
Run Integrated Solution (Legacy is BOR) 1/																																
Complete End-State (BOR) Solution 2/																																
FI\$Cal Becomes BOR - Enter M&O																						9/3	3100						372		Mail:	
Decommission Legacy Systems																																

<sup>1/</sup> Comparison to test and data between Legacy and FI\$Cal will occur using 2019-20 data in July 2020. In March of 2021, the 2019/20 data within the FI\$Cal system will be used to produce a CAFR, and if it comports with the data from the Legacy CAFR, FI\$Cal will become the Book of Record (BOR) July 1, 2021 forward.

<sup>2/</sup> Completion of build, test, and all implementation activities to establish the SCO Accounting BOR in FI\$Cal.

SCO Program	2	2017-18*		2018-19		2019-20	2020/21		2021-22		2022-23		2023-24		2024-25 d Ongoing
Vendor Management Group (VMG)															
Positions						11.0	11.0		11.0		11.0	5	11.0		11.0
Funding	\$		\$		\$	1,058,000	\$ 1,050,000	\$	1,050,000	\$	1,050,000	\$		\$	1,050,000
State Acctg & Rptg - BFIT	T													-	
Positions			35,6	9.0		9.0	9.0	1	9.0		9.0	731	9.0		9.0
Funding	\$		\$	1,402,000	\$	1,402,000	\$ 1,402,000	\$	1,402,000	\$		\$	1,402,000	\$	1,402,000
State Acctg & Rptg	T														
Positions		14.0	15.5	18.0	833	18.0	18.0		18.0		18.0	7.5	12.0		12.0
Funding	\$	834,000	\$	2,205,000	\$	2,177,000	\$	\$	2,177,000	\$	2,177,000	\$	1,420,000	\$	1,420,000
Information Systems Division (ISD)														_	
Positions		2.0		2.0		10.0	10.0		8.0		8.0		8.0		8.0
Funding	\$	381,000	\$	1,736,000	\$	2,762,000	\$ 2,762,000	\$	2,484,000	\$	2,484,000	\$	2,484,000	\$	1,050,000
Disbursements	_													_	
Positions				1.0		. 1.0	1.0		1.0		1.0		1.0	18.0	1.0
Funding	\$		\$	84,000	\$	84,000	\$ 84,000	\$	84,000	\$	84,000	\$	84,000	\$	84,000
Total General Fund	\$	1,215,000	\$	3,093,000	\$	4,266,000	\$ 4,261,000	\$	4,102,000	Ś	5,636,000	Ś	5,205,000	Ś	4,388,000
Total CSCRF	\$	-	\$	2,334,000	_	3,217,000	\$ 3,214,000	\$	3,095,000	Ś	4,252,000	Ś	3,926,000		3,309,000
Total Reimbursement	\$	-	\$		\$		\$ -	\$	-	\$	(2,691,000)	\$	(2,691,000)	\$	(2,691,000
Total Funding	\$	1,215,000	\$	5,427,000	\$	7,483,000	\$ 7,475,000	\$	7,197,000	\$	7,197,000	\$	6,440,000	\$	5,006,000
Permanent Positions		10.0		24.0		41.0	41.0		41.0		41.0		41.0		41.0
Limited-Term Positions		6.0		6.0		8.0	8.0		6.0		6.0		-		
Total Positions		16.0		30.0		49.0	49.0		47.0		47.0	2 3	41.0	1	41.0

<sup>\*</sup> The 16.0 represents the total number of positions requested beginning in January 2018. The value of these positions is 8.0 position years and as reflected within the BCP documents.